

ChapterLetter of the Boston Society of Architects
A Worked-Out Chapter of the American
Institute of Architects

November • December 1992
Volume 78, Number 6

BSA

LIBRARY
BOSTON ARCHITECTURAL CENTER

New innards in old buildings offer drama and dilemma

In this issue. . .

- BRA visit (pp. 2 & 3)
- Honor Awards (p. 3)
- Building crafts demos (p. 5)
- Unemployed architects (p. 7)
- Industry wizards (pp. 8-10)
- A201 revisions (p. 12)
- Small firms' profits (p. 12)

BSA ChapterLetter
52 Broad Street
Boston MA 02109-4301
617-951-1433
800-662-1235
fax: 617-951-0845
modem: 617-737-8102, 8, N, 1
CFA placement services: 617-261-0090
Subscriptions: 617-951-1433x221
AIA Documents: 617-951-1433x221

ChapterLetter deadlines for
Jan/Feb news: 12/1
Jan Classified ads: 12/10
Jan/Feb ad inserts: 12/4
Feb Classified ads, ad inserts, & BSA events: 1/4



no-building design by Henry Moss

"Preservation in Hyperspace: The Dramatic Reality (and Design Dilemma) of Old Buildings with New Innards" is the concise title of this month's compelling BSA Lecture with preservation architect Henry Moss. Boston offers a wonderfully special case of an urban environment defined by historic buildings being re-designed for new uses. More subtly, Boston landmarks undergo the design and engineering equivalents of quadruple bypasses and complex organ transplants to ensure their vitality and continued use. Moss brings a unique perspective to the implications and manifestations of these special design

challenges. He is the architect for Historic Boston Inc., has been Chair of the BSA's Historic Resources Committee for the past five years, and this past summer led the remarkable team that researched and published the BSA's new map and guide to over 350 historic buildings in Boston and Cambridge.

Moss' presentation begins with a 5:30 pm reception on December 16 at the BAC, 320 Newbury Street, Boston. There is no charge for BSA members; non-members may pay \$3.00 or join the BSA at the door.

BUILD BOSTON

Your three-day free ticket
to Build Boston is
enclosed in this issue.

World Trade Center
Boston
November 18, 19, & 20

Special Events in November and December

1



Event: BSA Lecture – monthly series of slide presentations by leaders in the building industry: in November, everyone is at Build Boston for scores of lectures; in December its historic preservation wizard Henry Moss on "Preservation in Hyperspace" (see p.1)

Date: 12/16

Time: 5:30 pm reception; 6:00 pm lecture

Place: BAC, 320 Newbury St., Boston

RSVP: Not required

Cost: Free to BSA members and \$3.00 for non-members at the door

4



Event: "Points of View" – each month movers-&-shakers who are not architects come to the BSA to share their views on New England's future with architects; November's guest is Paul Barrett (above left) the new BRA Director, and in December it is Susan F. Tierney, Secretary of Environmental Affairs for the Commonwealth (above right); see also page 3

Sponsor: Beacon Construction Company

Dates: 11/18 (Barrett)
12/15 (Tierney)

Time: 6:00 pm

Place: Build Boston for Barrett and The Architects Building for Tierney

RSVP: 617-951-1433x221 at least one day prior to each event

Cost: \$10.00

2

Event: "Build Boston: The 8th Annual Design & Construction Industry Convention & Tradeshow in Boston"

Dates: 11/18-20

Time: All day every day

Place: World Trade Center/Boston

RSVP: Register on site at the World Trade Center beginning at 4:00 pm on 11/17

Cost: Some events are free, some are not (617-951-1433x221 for a program)

5

Event: "Pin-Ups" – monthly series of informal beer-&-pizza design discussions for sole practitioners (see p. 5)

Date: 12/9

Time: 6:00 pm

Place: The Architects Building

RSVP: 617-951-1433x221 by 12/7

Cost: \$10.00 ; \$15.00 for non-members

7

Event: "Sustainable Design Workshop" – postponed from October, this special one-day seminar/workshop focuses on specifying for sustainability

Date: 11/7

Time: 9:00 am - 4:00 pm

Place: BAC, 320 Newbury St., Boston

RSVP: 617-951-1433x221

Cost: \$45.00/ \$40.00 BSA members/ \$30.00 students

8

Event: BSA Gallery & Exhibit Opening – The Drawings of William Ware

Date: Opening Reception: 12/10
Exhibit: 12/7-1/29

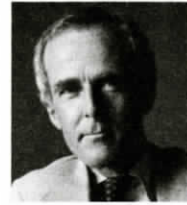
Time: Opening Reception: 6:00-8:00 pm
Exhibit: M-F, 9-5 pm

Place: The Architects Building

RSVP: Not required

Cost: Free

3



Event: "Conversations" – hosted by Peter Forbes FAIA, this is a salon, a crit, an opportunity for architects to talk architecture; in November, we suspend the program so we can all go to Build Boston; in December "Conversations" welcomes Remmert Huygens FAIA

Date: 12/17

Time: 6:00 pm

Place: The Architects Building

RSVP: 617-951-1433x221 by 12/15

Cost: \$65.00(\$55 for BSA members and \$40 for members who joined in 1991 or 1992)

6

Event: ASR Holiday Celebration & Fund-Raiser – The BSA's Architects for Social Responsibility Committee hosts this holiday extravaganza; everyone is invited

Date: 12/22

Time: 7:00 pm-?

Place: The Architects Building

RSVP: 617-951-1433x221 by 12/18

Cost: \$15.00

9

Event: Unemployed Architects Holiday Party – BSA President Elizabeth Ericson AIA hosts this special holiday party for unemployed architects and their spouses/lovers including BSA members and non-members

Date: 12/23

Time: 4:00 pm-6:00pm

Place: The Architects Building

RSVP: 617-951-1433x221 by 12/18

Cost: Free

10

Event: Public architecture classes, courses, & tours – the year-'round BSA/BCAE program continues with many November & December events for everyone; see page p. 6

RSVP today

BRA's Barrett and EOEA's Tierney drop by

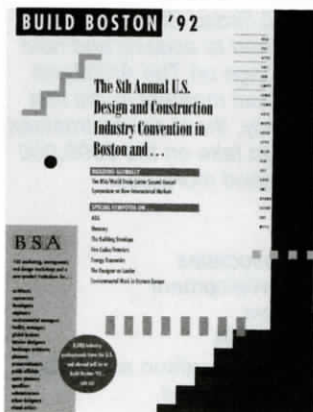


New BRA's Director Paul Barrett (above left) talks informally with architects in November's edition of "Points of View," the BSA/Beacon Construction Company series that brings regional political, social, and other leaders to the BSA to share their views of New England's future with architects.

In a departure from the normal venue at The Architects Building, the November installment of "Points of View" is scheduled for Build Boston on November 18 at 6:00 pm. To reserve a space, see the notice on page 2 of this issue (event #4). The usual \$10.00 charge includes beer and pizza as well as some of the best conversation in the Northeast.

On December 15, "Points of View" returns to The Architects Building and welcomes Executive Office of Environmental Affairs Secretary Susan Tierney (above right), who will focus on the regulatory process and on her agency's role in the resuscitation of New England's economy.

Why are you getting so many copies of the Build Boston program?



For the answer to this annual question, see "Letters" on page 18.

This is a 12-lane highway

Eight symposia and over 140 workshops constitute the 12-lane professional development highway at Build Boston this year.

This high-speed highway to your new profitability includes these "tracks":

- Architecture, Urban Design, Landscape Architecture
- Engineering Design & Management
- Interior Design, Interior Architecture
- Environmental Management
- Planning, Development, Building Management
- Facility Management
- Profits, Money, Management
- Career & Human Resources Issues
- Marketing, Business Development, New Work
- Computers
- Building Technologies, Specifications, Materials
- Codes, Contracts, Legal Issues

Ladies and gentlemen, start your engines . . . this new highway leads you to the next level of our profession. For more copies of the program describing all of these workshop tracks in great detail, call 617-951-1433x221.

We are holding your seat for the BSA Banquet . . . but not for long

Every year for the past eight years, the annual BSA/Build Boston Banquet has sold out. Please don't be among those who find no tickets available when they finally decide to make a reservation. Call the BSA today at 617-951-1433x221 and we will fax you a reservation form. This might be a good year to take advantage of this opportunity to take a client to dinner.

1992 Honor Awards on view in November

The BSA's 1992 Architectural Design Honor Awards are on exhibit at Build Boston, November 18-20. There is no charge to visit the exhibit and everyone is welcome. Use the free Build Boston ticket inserted in this issue or call 617-951-1433x221 for another one.

This exhibit is part of the larger and annually spectacular Build Boston Design Gallery, which this year also includes the award-winning entries in the City of Boston Public Facilities Department AIDS Facility Design Competition and the award-winning entries in the 1992 New England/AIA design awards program.

DSB appoints Orlando



BSA member Frank Orlando AIA (left) has been named Executive Director of the Commonwealth's Designer Selection Board, which is currently chaired by another BSA

member, Cameron Roberts AIA. Orlando succeeds long-time DSB stalwart George Beaton, who died this past summer (see "Letters" on p. 19).

AIDS facilities design entries on exhibit

On November 18 at 5:00 pm, a special Build Boston reception is scheduled to exhibit the work entered in the recent Boston Public Facilities Department/BSA design competition focusing on AIDS-related facilities. The reception and exhibit are free and will be in the Design Gallery on the exhibit floor. All readers are invited (use the free ticket inserted in this issue or call the BSA for another one). Although there is no charge, you are asked to call Tim Smith at 617-635-0331 for reservations so we can order enough refreshments.

The profession secures its legacy

Since the day that this recession began (and it seems like many years ago), every architect in Massachusetts has felt the impact of the radical economic challenges we still face. For the profession in Boston, the pain of the past few years has been amplified by the extraordinary challenges we faced in our attempts to maintain our grasp on The Architects Building.

The story begins some seven years ago when our predecessors on the Board of Directors had the courage and the vision to imagine a permanent home for the profession in downtown Boston, a permanent focal point that would help us enhance our roles as players in the economic life of the region and as primary problem-solvers in the re-shaping of the environment. For a while during the past three years, it seemed as if the recession might undo the work of hundreds of architects and our allies in the building industry who searched for and found The Architects Building and then provided the initial funds and services necessary to acquire and renovate it.

The fear that we might lose the building, however, dissipated quickly as the extraordinary strength and cohesion of the profession became manifest. Led by the relentlessly optimistic determination of people like Tom Payette, Buzz Brannen, Leo McEachern, Ed Tsoi, Tony Platt, and Lionel Spiro, dozens of design firms worked with the BSA Board of Directors and BayBank to restructure the unbearable burden of the original mortgage and to save the building for ourselves and future generations of architects.

I believe that this has been a collaborative effort unprecedented in the 125-year history of the BSA. Elsewhere on this and the following page I have listed by name the firms that have contributed so much financially, intellectually, and otherwise to this effort. I think it is important to note that although we worked primarily with one principal from each of these firms, it is clear that in all cases all the partners and principals of all these firms deserve the profession's gratitude. Charrette's Lionel Spiro perhaps said it best in acknowledging his own firm's support. "I'm particularly grateful to my partner, Blair Brown, as well as all of my colleagues at Charrette," noted Spiro, "for making it possible for me to spend time working with the BSA. During the time when we have had freezes on pay increases for two of the last three years, I thank my colleagues at Charrette for going along with the donations we have made to

this effort. The architects, their partners, and firms who have contributed so much should be proud of themselves and their colleagues for an effort that will bring honor to the architectural profession for many years to come."

It is important as well to acknowledge the extraordinary amount of support and counsel, an enormous amount of it *pro-bono*, the BSA and the profession as a whole received from Gadsby & Hannah and Hill & Barlow, the two law firms who worked with the BSA and the guarantors through out the past two years during the mortgage re-structuring process. In particular, I would like to acknowledge the work of Diane McDermott, Stan Martin, and Larry Katz of Gadsby & Hannah and, at Hill & Barlow, Carl Sapers and Greg Peterson.

BayBank's Dick Pollard, Tom Maher, Ted Mehm, and Christine Glidden have been wonderfully helpful throughout. In addition, the BSA's uniquely talented financial advisors – Boston Financial Resources, Spector & Abbott, Payette Associate's Eric Scheuer, Jung/Brannen's Terry Henninger, Arnold & Porter's Jerry Hawke – were extraordinary.

Finally, I owe a special nod to Peter Forbes, Wilson Pollock, and Richard Bertman whose patience and wisdom as Presidents of the BSA during the past three years helped insure the successful mortgage re-negotiation we achieved this year.

As I mentioned in my August report, the effort to continue to enlarge the circle of firms, now called the Friends of 50 Broad Street, continues. It is these firms that hold the second mortgage on the building and will continue to hold this mortgage for many years to come. I hope many of you reading this account who have yet to join the Friends will call me.

I said earlier that the profession as a whole deserves credit for the success of this effort. In addition to the moral support the Board and the guarantors have enjoyed during this crisis, the extraordinary financial support of the entire BSA membership has totaled over \$300,000 in Special Assessments, which the membership itself voted to contribute to this effort several years ago. The three-year Special Assessment period established by the membership is entering its final year but, as we all know, mortgages go on forever. As Ed Tsoi often has reminded his

The Guarantors

The guarantors are the 10 firms that stepped up early on in the process to guarantee a portion of the mortgage on The Architects Building. It is these 10 guarantors who contributed approximately \$250,000 to ensure that the re-negotiation of the mortgage was successful. While we have listed the principal in charge of this particular effort for each firm, it is important once again to underscore the gratitude the profession owes to all of the partners, principals, and other colleagues in each of these firms without whose support this undertaking would not have succeeded.

ADD Inc (Wilson Pollock FAIA)
Architectural Resources Cambridge (Colin Smith FAIA)
CBT Architects (Richard Bertman FAIA)
Charrette Corporation (Lionel Spiro)
Jung/Brannen Associates (Robert Brannen FAIA)
Keyes Associates (Walter Keyes AIA)
Notter Finegold + Alexander (now Finegold Alexander + Associates; Maurice Finegold FAIA)
Payette Associates (Tom Payette FAIA)
Shepley Bulfinch Richardson and Abbott (Leo McEachern)
TAC/The Architects Collaborative (Perry Neubauer FAIA)

The Friends of 50 Broad Street

The Friends of 50 Broad Street is a trust that was established to acquire and hold the second mortgage on The Architects Building. At a critical moment in the first years of occupancy, these seven trustees stepped forward to take on the \$600,000 burden of the second mortgage:

ADD Inc
Jung/Brannen Associates
Jung/Brannen Development
Payette Associates
Thomas Payette FAIA
Shepley Bulfinch Richardson and Abbott
Wallace, Floyd, Associates

Real building at Build Boston: a demonstration of union craft skills

"21E" is reformed

The Friends of "The Friends"

In order to help meet the obligations imposed by the second mortgage, The Friends of 50 Broad Street solicited help from other Massachusetts firms that became The Friends of "The Friends" or, as we are informally called, "The \$500/Month Club" (so named for the typical monthly contribution each firm makes to the effort).

ADD Inc
Bergmeyer Associates
Cambridge Seven Associates
Cannon
CBT Architects
Charrette
Drumrey Rosane Anderson
Earl R. Flansburgh + Associates
Elkus/Manfredi Ltd.
Goody, Clancy & Associates
Graham Gund Architects
HMFH Architects
Jung/Brannen Associates
Keyes Associates
Leers, Weinzapfel Associates
Notter Finegold + Alexander (now Finegold Alexander + Associates)
Payette Associates
Rothman Rothman Heineman Architects
Shepley Bulfinch Richardson and Abbott
Stull and Lee
TAC/The Architects Collaborative
The Stubbins Associates
TRO/The Ritchie Organization
Todd Lee/Clark/Rozas Associates
Wallace, Floyd, Associates

Approximately \$336,000 has been paid or committed and The Friends of 50 Broad Street request the support of additional firms and individuals to join The Friends in meeting the final \$264,000 obligation. They invite all of our readers to consider joining this list of special firms; for details on membership in the "The Club," call Leo McEachern at 617-423-1700.

colleagues on the BSA Board during the past year, this effort has brought out the best in us, has helped us refine our vision of our profession and of the purpose of the BSA as our association, and has reminded us all of how valuable we are to each other. It is not an unimportant lesson.

David Lee FAIA
President

For the first time ever at Build Boston, all of us will have the opportunity to participate in live demonstrations that feature the extraordinary craft skills of the bricklayers' and carpenters' unions.

As union bricklayers and carpenters demonstrate their skills on the exhibit floor, they also plan to replicate some of the finest details Boston-area architects have designed in masonry and wood in the last decade. And you will be able not only to observe the demos in detail but will be able to try your hand at laying bricks, cutting the true miter, and otherwise experimenting with the ways in which designs become reality.

These free, three-day demonstrations of union craft skills grow from the annual masonry symposia at Build Boston and the BSA's collaborative, hands-on workshop programs over the years with the carpenters' unions.

All of these demonstrations are free and run throughout Build Boston on November 18, 19, & 20.

For more information, call Bob Rhault in The Architects Building (617-951-2199).

Did you miss the pre-registration deadline?

For those of us who, despite our best intentions, failed to beat Build Boston's October 23 pre-registration deadline, there is a special on-site registration period the day before Build Boston opens. This special window of opportunity is 4-6 pm, Tuesday, November 17 at the World Trade Center's Northern Avenue entrance. We'll be waiting for you.

This special service has proved to be particularly convenient in the past for firms wishing to take advantage of the package discounts by batching all their firm registrations and sending one individual to the World Trade Center the day before the show to register. We take cash, personal checks, impersonal checks, MasterCard, Visa, American Express, money orders, and gold bars. (Unfortunately, current economic realities make it impossible to accept client IOUs, Star Market discount coupons, or California rubles.)

In July, the Massachusetts Superfund statute ("Chapter 21E") was significantly reformed. The amendments "privatize" the waste site clean-up process by restructuring the 21E program and redefining the respective roles of the Department of Environmental Protection (DEP) and the private sector in waste site assessment and clean-up.

No longer will DEP be primarily responsible for supervising the investigation and clean-up of most disposal sites. Rather, newly designated Licensed Site Professionals (LSPs) will supervise the assessment and clean-up process at all but the highest priority sites. These new LSPs will be licensed, based on educational qualifications and field experience, by a Massachusetts Board of Registration. The pools of LSP will come from currently licensed engineers and other waste-management professionals; even employees of potentially responsible parties can be LSPs if otherwise qualified. The DEP, which plans to audit 20% of the sites under LSP supervision, will be turning its attention to new site discovery, standard-setting, auditing, and oversight of priority sites.

The new clean-up process, which is being developed by regulation, likely will distinguish between the top priority sites (Tier I), which require a DEP permit, and lower priority sites (Tier II), which do not. Within Tier I there is a further distinction among priority levels A-C. Level A sites are the most serious or complex and will have the highest level of DEP oversight. To fund DEP's site discovery, auditing, and other oversight activities, the State will charge permit fees for the Tier I sites and annual compliance fees for all sites, both intended to encourage speedy site clean-up.

The DEP is in the process of writing regulations to implement various aspects of the changes contained in the 21E amendments. Some of the changes are effective immediately and some must await comparable changes in the Massachusetts Contingency Plan. The entire re-design program is expected to be in operation as of July 1993.

Frank Stearns, Esq. &
Suzanne Vilee, Esq.
Brown Rudnick Freed & Gesmer

GLBAN enters AIDS competition

The BSA's Gay, Lesbian & Bisexual Architects Network (GLBAN) has assembled a team for the AIDS 501 Challenge Design Competition. This is one in a series of events that GLBAN currently has under way. Other activities include a potluck party on November 21, the just-published third issue of "The Adjustable Triangle" (the GLBAN newsletter), participation in the Gays in the Workplace Conference in Cambridge in November, and participation in the new National AIA Task Force on Diversity.

Currently GLBAN includes a broad mix of BSA members, non-members, students, architects and non-architects, and many others in the building industry. Anyone interested is welcome to join the network and any of its monthly meetings on the third Thursday of each month at The Architects Building beginning at 6:00 pm.

A special GLBAN brown-bag lunch meeting is scheduled for noon at Build Boston on November 19; call the BSA at 617-951-1433x221 for a free ticket.

For more information on any of this or on GLBAN generally, call Camille at 617-524-0725 or Don at 617-244-8151.

The price is right

There is **no** general registration fee for Build Boston. The BSA's intent is to make Build Boston financially accessible to everyone at every staff level. Here's how it works:

- You can go to any workshop or other event for the price of that event only – no additional convention fees or entry fees. It's a good deal. . . the best in the country. Use the Build Boston registration form now.
- You can come **free**. To take advantage of the extensive product and service exhibits, just use the free ticket to Build Boston inserted in this issue or call the BSA for another. Send no money.

The only way we could make it financially easier for you to attend Build Boston would be to pick you up in the Build Boston shuttle bus. . . and we shall be glad to do that.

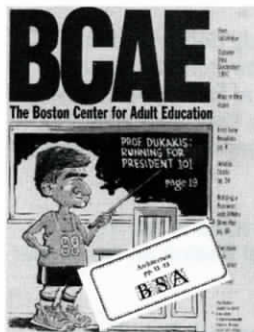
From the current trends in design to the science of architecture

The BSA's joint venture with the Boston Center for Adult Education continues with a Fall/Winter program that brings architecture to anyone who loves it. BSA/BCAE events in greater Boston in the next few months include these lectures/classes/tours:

November 3: "Undertaking an Historical Restoration" (with Thomas Guevin)

November 5: "Why Buildings Stand: The Science of Architecture" (with Wayne Kalayjian)

November 8: "Back Bay Confidential" (with William Young)



November 9: "Future Trends in Architecture" (with Robert A. Brown AIA)

November 10: "Cusps, Crockets, and Crenelations: Early Gothic Revival in Boston-area Architecture, 1809-1860" (with Ed Gordon)

November 17: "Boston's Triple Deckers" (with Tony Sammarco)

November 19: "An Evening at the Nichols House" (with Bill Pear)

December 10: "Christmas at the Gibson House Museum" (with Ed Gordon)

Classes and tours are open to everyone and BSA members enjoy a 10% discount. For more information and registration, call 617-267-4430 or 617-595-6350.

Stephanie Jones-Bramble

Ed. note: If you are a BSA member and are interested in taking advantage of this educational and marketing opportunity by offering your own lecture or other program, call BSA/BCAE Program Specialist Richard Ward at the BCAE (617-267-4430x717) or call Stephanie Jones-Bramble at the BSA (617-951-1433x227) to request a program proposal form.

\$30,000 stipend. . . applications available

The Rotch Travelling Scholarship, among the oldest and most prestigious in the U.S., now has applications available for the 1993 scholarship. A stipend of \$30,000 is awarded to the first-prize winner of a two-stage design competition for eight months of travel throughout the world. The second-prize is \$15,000. Applicants must be U.S. citizens under 35 years of age as of March 11, 1993, and also must hold a degree from an accredited school of architecture and must have worked at least one year in a Massachusetts firm, **or** must hold a degree from an accredited Massachusetts school of architecture and must have worked for one year in any U.S. firm, **or** must have received a certificate from the Boston Architectural Center before the degree-granting program and must have four years experience in an architecture firm.

For details and an application, requests must be received **in writing** no later than January 4, 1993 by the Rotch Traveling Scholarship, Boston Society of Architects, 52 Broad Street, Boston 02109.

BSA warm lines

Knowing the BSA extension numbers listed below means you don't need to listen to the voice-mail answering machine message when you call the BSA at 617-951-1433.

Services & Programs

AIA Documents & other publications	221
Build Boston workshops	232
Build Boston booth sales	236
BSA meetings/events RSVPs & reg.	221
Architects Building Exhibit Gallery	225
Classified ads & ad inserts	227
Membership & dues	228
BSA marketing consulting service	223
BSA accounting	265
ChapterLetter editor	232
Boston Foundation for Architecture	232
AIA Massachusetts	232

Full-time staff

Robert DeVeau	236
Richard Fitzgerald	232
Stephanie Jones-Bramble	227
Penny Mitchell	228
Elizabeth Simmons	221

Part-time staff

Alexandra Lee (Mon. - Thurs.; am only)	225
Kimberly Marien (Tues. & Thurs.)	235

You've got a nice MUG

When he's not leading the battle on the current sales tax campaign or helping run his own practice (Domenech Hicks & Krockmalnic), Michael Hicks AIA (below) is running the BSA Macintosh Users Group (MUG). This users group – not unlike the other BSA users groups focusing on DataCAD, AutoCAD, ARRIS and other tools – is among the most active and effective BSA committees. Designed as a hands-on, information-sharing group, MUG meets monthly in various locations around the city to give its scores of members an opportunity to explore the broad range of applications of the Macintosh in architecture. In addition, Hicks writes, edits, and publishes a regular newsletter for this users group. Members of MUG also annually design and present a series of Macintosh workshops at Build Boston; this year there are two special sessions scheduled on running your office with a Mac and another on the broad design, drafting, and related uses of the Mac (see your Build Boston program for details). The Macintosh Users Group meets on the fourth Wednesday of each month at 5:30 pm; the location varies and everyone is welcome. For more information on the group, call Hicks at 617-267-6408.



Unemployed architects gather for holiday party

BSA President Elizabeth Ericson AIA hosts a special party on December 23 at The Architects Building for architects between jobs (and their spouses/lovers). There is no charge and every architect who is unemployed, BSA member or not, is invited to join us for this celebration of good things to come.

To RSVP, call the BSA at 617-951-1433x221 no later than 4:00 pm, December 18.

IRS and State continue to push employee re-classification issue

FUTA, SUTA, FICA, and Workers Compensation are just several of the mandatory contributions that must be made on behalf of your hourly free-lance workers. If such payroll taxes and other contributions are not paid by a design firm, an audit could lead to interest and penalties that can be devastating to any practice. This is especially true if your firm has been using free-lancers on a regular basis during the 1988-1991 fiscal years.

In the IRS and State definitions of when a free-lance professional (also known as an independent contractor) should be re-classified as an employee, no distinction is made in regard to the duration of the project in which the free-lancer is working. It is a common misinterpretation by design firms to think that free-lancers hired for a few weeks, a few days, or even a few hours, are exempt from payroll taxes. That is not true under the new laws.

The personal audit is fast replacing the business audit and the government is training agents to target perceived abuses of payroll fraud among various industries nationwide. . . architecture is one of these industries. It is worth pointing out that, despite the general perception of the IRS as less than benevolent, it is the State that has been less willing to settle such cases and is much stricter in its interpretation of the 20 common-law standards.

Some of the things that can trigger an audit :

- the independent random audit of firms by industry classification (the IRS scrutinizes corporate tax return zeroing in on the number of 1099 filings)
- employee dissatisfaction reportedly leads to some audits when complaints are filed by such employees with the IRS
- a free-lancer inadvertently may apply for unemployment insurance funds
- an EIN audit or request for information
- the re-hiring of a former W-2 employee as a 1099 free-lancer

This new law and the aggressive way in which it is being enforced are matters of significance for all architects. There is much at stake. The manner in which we as individuals and as a profession deal with these issues affect the way in which we practice. Consulting For Architects, the BSA-related placement service in Boston, is currently hosting a series of informal roundtable discussions at The Architects Building to discuss this law in detail with BSA members and other interested design

professionals. It is important to know the history and current status of the legislative changes, what design firms need to do to be in compliance with the rules and regulations, and the status and the lobbying effort currently under way. For more information on the law and on the BSA roundtables, call Stephen Dill AIA at Consulting for Architects (617-261-0090).

*David McFadden, President
Consulting For Architects*

A gift for your clients?

Over 60 developers, institutions, public agencies, consulting engineers, contractors, and other allied professionals are currently Corporate Affiliate Members of the BSA. This is a special category of membership for those with a special interest in being allied to the architectural profession. BSA Members may wish to consider these memberships as gifts during the holiday season. Such memberships also are available for laypeople and other individuals interested in understanding what architects do, what architecture is, and why both deserve our love. It is the gift-giving season and you can give one of these Corporate Affiliate memberships for \$195.00 or an Individual Affiliate membership for \$45.00 to anyone in the world (except another architect). The membership comes with all of the BSA mailings, invitations to BSA social and professional events, BSA membership discounts, and endless interaction with those with whom you wish to interact. The result is an informed profession, an informed public, and an informed group of allies in the community. It works.

For more information on this membership-as-a-gift-idea, call Penny Mitchell at the BSA (617-951-1433x228).

Join the BSA
&
meet architects

617-951-1433x221

Give yourself a holiday gift. . .
call today

The wizards of the industry are here

Among the 360 building industry experts sharing their wisdom at Build Boston are these workshop leaders and panelists:



CADKEY president Livingston Davies explores "Windows, CAD... and beyond" (S-55)

photo: Errico Studio



Attorney-architect Charles Heuer FAIA (above left) addresses ADA Title III (S-104) and Title I (S-129) and, with architectural photographer Steve Rosenthal (above right), joins the panel discussing "The fair use of architectural photography" (S-139)

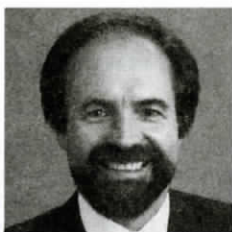


photo: Bachrach



Real-estate expert Gerald Blakeley Jr. joins Fred Salvucci and other leaders focusing on the new federal transportation act (ISTEA) and its implications for this region (S-95)

International marketing expert and former SBA principal Otto Dvorak AIA, now practicing in Prague, focuses on international markets (P-74 & P-88)



SBRA's Jean Paul Carlhian FAIA recounts "The history of the Beaux-Arts movement in America" (P-52)



photo: Jean M. Smith

Mass. Community & Banking Council president Joseph Feaster discusses effective partnerships between minority and majority design firms (P-54)



photo: Middlebrooks

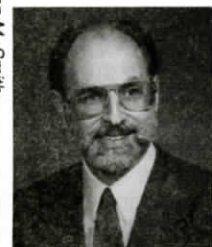


photo: Koby-Antupit



SMMA's Ed Frenette AIA (above left) moderates a discussion with John Gaunt AIA (above right) and other principals of New York's Ellerbe Becket and Boston's Stubbins Associates in Cambridge on "Design redirection, repositioning, and changing to meet the challenges of the '90s" (S-49)



William Rawn AIA joins the all-star panel discussing "The exploration of design through perspective drawing" (P-8)

photo: Koby-Antupit



Attorney Penny Pittman Cobey explains the key issues that arise when "Bidding interiors work under the Massachusetts Uniform Procurement Act" (S-143)

JBD's Bruce Forbes AIA leads workshops on "Selling facility management services" (S-6) and "Effective implementation of computer-aided facility management" (S-19)



HKT's Bill Hammer AIA leads an extensive session on "Housing initiatives in the '90s" (S-62)



"Need a job? Learn how to market yourself" is the message in workshop S-144 with career consultant Fran Mellone



German curtain-wall expert Udo Clages (above left) and Julie Sullivan AIA (above right) explore "Rainscreen cladding systems" (S-25); Sullivan also participates in the key workshop on "Designing play environments for children" (S-114)

photo: Miller Studio



BR+A Consulting Engineers' Gene Bard, P.E. (above left) and SMMA's Tom Vogel AIA (above right) focus on "Marketing the team approach to clients: creative partnering" (P-27)

photo: Miller Studio

Architect-Attorney Tim Twomey AIA's annual focus on design/build issues this year includes workshops S-109, S-123, and S-126



photo: FayFoto

photo: Fay Foto Service



Tofias Fleishman Shapiro & Company's David Wexler and Jeffrey Mead explain how to maximize results in government contracts (S-47)

photo: Fay Foto Service



Ian Aitchison's perennially popular explorations of elemental cost planning and value management return this year as workshops S-122 and S-135

... more wizards

Customer service is the focus for marketing and presentation wizard Dr. Dennis Becker (S-134)



"The house: new families, plans, & technologies" (S-106) is the unique set of issues for Jeremiah Eck AIA (right) and Gordon Tully AIA

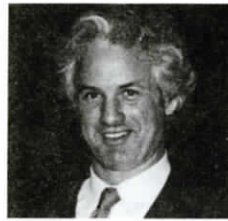


photo: Donna Paul



St. Louis management scientist Michael Curran returns for the fifth consecutive year to Build Boston with his innovative approach to "range estimating" (S-72)

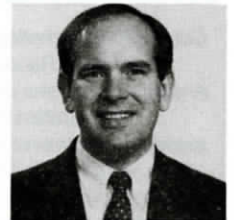


Library design (S-119) and design review in Boston (S-128) are two special workshops that include Richard Bertman FAIA



Carl Rosenberg AIA examines the office acoustics paradox in workshop (S-98)

Gadsby & Hannah's John Miller, Esq. explains site-investigation issues for engineers (P-66)



The complexities of computer-aided facility management and outsourcing facility management are addressed by Eric Teicholz in workshops S-112 and S-126

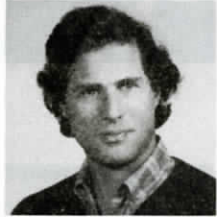


photo: Koby-Antupit

Metro Mediation Services president Frank Muller of New York joins the panel addressing ways to build effective project teams (S-93)



photo: Pacht Bros.



Helping businesses survive the big dig is the issue for the blue-ribbon panel that includes Boston Edison's Elaine Robinson (P-63)



Marketing expert Nadine Yates describes effective sales skills for design professionals (P-125)



MIT's Stanford Anderson joins the panel of New England educators examining the links between education and practice (S-92A)



Housing innovator Bob Kuehn (above left) and architect-developer Willy Sclarsic AIA (above right) join the special four-hour exploration of public and private housing initiatives (S-62)

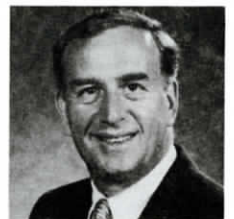
Ray Urban AIA ignores CAD for a moment to focus on "Running your business on a Mac" (S-45)



Simpson Gumpertz & Heger's David Adler is the roofing expert in the symposium on the building envelope (P-90)

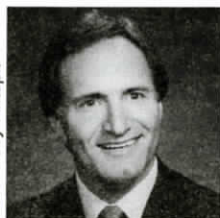


CSI leader Howard Levine explains how to sell products and services to design professionals (P-57)



Speech improvement expert Laurie Schloff helps us get it together verbally (S-121)

photo: Koby-Antupit



Daniel Discenza, director of ADD Inc's Healthcare Group, explores means of breaking into the healthcare design market (P-83)



China External Trade Development Council director Sam Lee of New York focuses on new markets for the building industry in Taiwan (P-89)

A panel of national experts, including Doug Poole, addresses the relentlessly important liability insurance issues for design professionals (S-116)

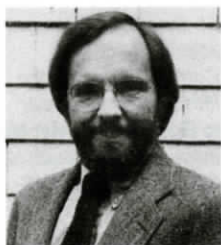


Dr. Deborah Kearney's exploration of ADA is a critical element in this year's ADA symposium (S-79)

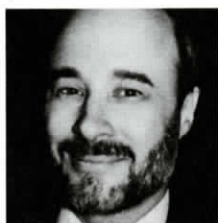


photo: J & B Photography

... and even more wizards



Learn how the new Massachusetts Home Improvement Law affects all residential architects and contractors in a workshop with construction lawyer Chris Noble Esq. (S-46)



Richard Kelleher AIA moderates the groundbreaking workshop on new rainscreen cladding systems (S-25)

Frank DiMella AIA returns this year with his popular Build Boston session on housing design for the aging population and continuing-care retirement communities (S-3)



Connecticut marketing consultant Randy Anagnostis focuses on preparation of marketing communication materials (S-42) in one of Build Boston's 26 workshops focusing this year on marketing



photo: Burian-Moss

"Creative partnering" is the issue for marketing expert Lois Boemer and her panel of architects, engineers, and contractors (P-27)



photo: Judy West



Cambridge career consultant Cliff Hakim talks about "How to find a job... and how to get promoted" (S-24)



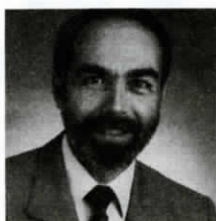
Peter Blaisdell AIA returns to Build Boston this year to explore critical asbestos-related issues in building renovation and demolition (S-40)



Kentucky's Mike Sommerstein (above left) and Germany-based Pohl Inc.'s Bud Streff (above right) join the special session on rainscreen cladding systems (S-25)



Strategic planning for design professionals is explained by management expert Charles Cimino AIA (S-39)



Steve Oles FAIA explores architectural illustration and rendering throughout the world (P-20)



photo: Betty Shirley

Build Boston is 145 workshops and...



... an exceptional new-products tradeshow...



Alternative careers for designers is the issue for the 8-person panel discussion moderated by Stephen Bell AIA, facilitates management vice-president for The New England (S-35)

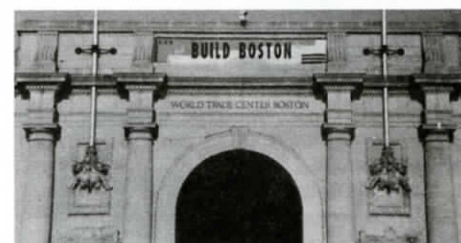


Mickey Krockmalnic AIA is among the firm principals focusing on mid-size firm management and marketing (MB-1M)

Newton Commissioner of Inspectional Services Walter Adams AIA joins the discussion on "Strategies for understanding, analyzing, working with, and appealing codes and regulations" (S-31A)



Marketing visionary Alfonso Nardi AIA engages other sole practitioners and small firm principals on marketing and management issues (MB-1S)



... when the New England building industry takes over the World Trade Center on November 18, 19, & 20.

Can you answer 'yes' to all these questions?

- Do you know how to win public work in Massachusetts?
- Have you rented a booth at the American Hospital Association Convention?
- Have you offered to help clients select consultants? make schedules? construct budgets?
- Do you know what TQM is?
- Do you know how to use the most cost-efficient drafting services?
- Have you offered a prospective client one day of free consulting?
- Do you know how to sell facility management services?
- Do you know how corporations make their design-related decisions?
- Do you know how to get your "tech" story published?
- Do you really know how to prepare a submission for a design awards program?
- Do you know how to break into the healthcare industry?
- Do you know how to get published in the local press?

Most of us probably have a hard time answering yes to many of these questions . . . and it is these questions, among many others, that are addressed in Frank Stasiowski's Build Boston marketing breakfast (MB-2) on November 20 and in over two dozen other marketing workshops throughout the three days of Build Boston. All of these sessions are designed to help us cope with the new economic realities, to help us get work, and to ensure profits.

All readers. . .

. . . are invited to the First Annual Architects for Social Responsibility Holiday Celebration and Fund-Raiser.

Don't miss the sustenance at this sustainable soiree (see event #6 on p. 2).

Copyright ruling suggests designers' remedies

A federal court recently held that an architect whose copyright was violated was entitled to recover not only the fees she should have received but also the infringing contractor's profit on the resulting construction project.

As in many cases, this one had a complicated background. The plaintiff/architect in Arizona had reviewed plans prepared by an architect in California but for a proposed Arizona development. The Arizona architect concluded that the plans were not appropriate for the locale, returned them to the developer, and proceeded under an agreement with the developer to prepare a series of new house designs. After the designs were completed, however, the developer's financial problems prevented the project from going forward.

A married couple purchased one of the developer's lots and also selected a plan, which had been prepared by the plaintiff, that they wanted to use. The couple hired a contractor who somehow obtained a set of the architect's plans. The plans were not obtained from the architect, who did not even know at the time about the lot sale. It was never clear how the couple or the contractor came into possession of the plans, although the judge discounted the contractor's version of events. The contractor made copies of the plan but covered up the title block when the copies were made. The contractor, who was a pool contractor and had no background in home construction, hired a former employee of the developer to build the house. When the architect heard about the ongoing construction, she sent notice to the contractor and the lot owner that the use of her plans was unauthorized and she demanded her normal fee for preparing those plans. No one responded to her letters.

The architect subsequently brought suit and was able to prove that the copyrighted plans had been taken without her permission. The contractor continued to argue that the architect's plans were not "original," since she had had the benefit of reviewing plans prepared by another architect (the one from California) and the drawings thus were substantially similar to the Californian's drawings. However, the court noted that it was not necessary for the plans to be novel to receive copyright protection; the fact that the architect's plans were an independent creation was sufficient for copyright protection.

The District Court held, and the Court of Appeals affirmed, that the architect was entitled to recover not only her normal fee for producing the drawings (approximately \$12,000) but also the profit the contractor earned in constructing the home (over \$45,000). The court's ruling was based upon a provision in the copyright statute that holds that the copyright infringer may owe to the copyright holder the profits from the infringing use of the copyright holder's work. Architects now have one more example of the available remedies if their work is infringed.

Stanley A. Martin, Esq.
Gadsby & Hannah

Do you know how these acronyms affect your design and your profits?

IAQ. . . (S-17)	AR70. . . (P-5)
TQM. . . (P-34)	CAFM. . . (S-119)
ADA. . . (S-104)	EIFS. . . (S-113)
OODBMS. . . (S-55)	ATBCB. . . (S-104)
ISTEA. . . (S-105)	DSM. . . (S-97)
VM. . . (S-135)	BL-3. . . (S-138)

If you think you might like to know more, check out the Build Boston workshops whose references numbers appear next to each acronym. Build Boston has a few answers for us.

OPTION 1

Temporary placement — CFA adds a fixed fee to our employee's hourly rate. As employer of record, our accounting department administers time sheets and invoicing and meets all statutory, city, state, and federal obligations on your behalf. *This allows for risk-free, flexible, project-based staffing on an as-needed basis.*



**Consulting for Architects, Inc.
Placement Services**

52 Broad Street, Boston MA 02109
617-261-0090/fax 617-261-0098

"The BSA's design-firm staffing service"

A201 revisions are under way ... Your comments are sought

On December 16, the BSA's Professional Practice Committee reviews revisions to be considered for the next edition of AIA Document A201, General Conditions of the Contract for Construction, which is scheduled for publication in 1997.

At this point in the planning, the Documents Committee is seeking to identify the issues on which there is a consensus nationally for addition to or modification of the current 1987 edition. Some of the issues proposed for discussion include:

- simplifying claims and dispute resolution
- alternative dispute resolution
- simplifying change process; tightening use of change directive
- shop drawing/submittal issues
- definition of "work"
- architect's role in defining means, methods, and techniques
- payments and completions issues (retainage, substantial completion, final completion)
- hazardous materials
- indemnification
- owner's termination for convenience
- financial disclosure

The specific wording to be incorporated in the 1997 edition will be drafted later by the Documents Committee and ultimately circulated for review and comment. For now, we are concentrating on the big issues.

Because AIA Document A201 has rightfully become the "heart and soul" of private-sector building construction contracts, comments on use and implementation of the General Conditions from owner and industry-related associations is also important. Local organizations invited to comment include the Construction

Industry Liaison Group, Associated General Contractors, New England Construction Users Council, Building Owners and Managers Association, American Consulting Engineers Council of New England, Boston Association of Structural Engineers, and the Boston Society of Civil Engineers. All are invited to be represented at the December 16 meeting.

This is your chance! Share your experiences and observations. What works? What doesn't work? Please send your written comments to me at 18 Euclid Ave., Winchester 01890 or call or fax your comments to 617-729-5201 or, best of all, attend the December 16 meeting of the Professional Practice Committee at The Architects Building. Call the day ahead for a sandwich reservation (617-951-1433x221).

*Richard E. Cary AIA
BSA Documents Coordinator*

Small firm profitability ranked in survey

This report is reprinted with permission from Architect's Office Management and Administration Report" (July 1991), published by the Institute of Management & Administration in New York.

Given that small firms constitute 84% of architectural practices today, a [1991] survey of 1,200 small firms may prove to be the most useful of all. The findings of "Small Architectural Practice," [the survey] conducted by Guidelines may also be helpful to larger firms — many of which have branch offices, with relatively few staff, that are generally run autonomously.

Even more illuminating than the report's extensive data on fees, salaries, and billing rates are the survey's insights into three aspects of architectural firm business: profitability pros and cons of various project types, the kinds of diversified services that firms are offering, and marketing techniques firms have found to be most effective.

(1) Know the average profitability of each of your profit types. Table 1 (facing page) provides comments on the opportunities and weaknesses of 25 project types for small firms. Firms may wish to focus their

efforts on their (or the respondents') most profitable types of work.

A counter-strategy is to focus on one of the "low profit" or "big problem" types and attack it aggressively until your firm becomes one of the most successful at it. Then, facing less competition, the firm may find what was once "low profit" work [is now] its most profitable.

(2) If you face the challenge of an oversupply of architectural services in your area, consider expanding by providing one or more diversified services. The survey's author, Fred Stitt, says 10 years ago barely 5% of small firms dealt extensively with any one of these diversified services. Today, nearly 25% do and 84% think that offering such services is a good idea.

Table 2 lists 15 diversified services—from landscape to facilities—mentioned by survey respondents and Table 3 presents 12 more such services in the energy conservation, retrofit, and adaptive reuse areas.

(3) Consider adopting one or more of the most successful marketing and public relations options. The new survey is not the first to point out that press releases, advertising, and brochures are often of marginal value. Three other options have seen better payoffs:

- **Design Awards.** Winning one is easier said than done and fewer than 10% of respondents pursue them—but more should, according to Stitt. "With the attendant publishing and publicity, firms that receive one of two high-visibility awards often jump from small-office practices to medium-size practices (from, say, 5 employees to 25) almost over night."
- **Seminars on subjects of concern to clients.** Although few firms offer them, those that do give these a "very high rating."
- **Collaboration with other firms in pursuit of projects the firm might not win alone.** Some 22% of respondents do this and all say it made them more attractive because of the wider range of talents the "team" offers. Teaming is usually done by smaller firms to compete against larger firms in formal presentations. (Some of the larger firms, in fact, began their growth with such informal partnerships and later made them official.)

"Small Architectural Practice," the first report in what Guidelines plans to publish as a series, can be obtained for \$65 from Guidelines (Orinda, Calif.; 800-634-7779).

documents
FULL SERVICE DISTRIBUTOR



THE AMERICAN INSTITUTE
OF ARCHITECTS

To receive a free Documents list and order form, call 617-951-1433x221 or fax your inquiry to 617-951-0845.

Table 1. Pros and Cons of 25 Architectural Project Types**Commercial**

- *Banks/savings & loan branches*: Most experienced firms say this client type is excellent—they tend to know facilities and understand the need for adequate design time and fees.
- *Hotels*: Clients and interior designers often force many design changes. Hotel chains sometimes hire small local firms and the largest provide standard details. These clients can be a blessing or a burden depending on how well-defined the local architect's role is and the amount of "client interference."
- *Motel chains*: Small firms may do local work; sometimes subject to capricious dictates of client headquarters. Construction quality, design details often poor. Some chains attempt to upgrade quality, hire local firms to upgrade standards; such work often satisfying, profitable.
- *Low- to mid-rise offices*: When you have repeat developer clients and you systematize, design and production costs can be extremely low.
- *Retail/chain stores*: Chains expect fast drafting and permitting services.
- *Shopping centers/malls*: Small firms usually do tenant local site-adaptation work and are often badly burned on such work.
- *Supermarkets*: Most are chains; local site work only.

Institutional

- *Auditoriums/theatres*: Few small design firms have done them, but those that have say these jobs are seldom profitable, particularly for the inexperienced. Client committee contact often difficult, technical consultants must be hired, and much specialized detailing required. Frequent complaint is and problems, especially about acoustics.
- *Churches/temples*: Clients often ask for low-cost service, even *pro bono*. Building committees often ask for multiple design submittals. Special detailing often required.
- *Community centers*: Design time permitted by the fee called insufficient by 60% of respondents. Public hearing, meeting, and design review time is often excessive.
- *Hospitals*: Few small firms do them—too big. But some young firms do user surveys and design programming, and later grow to do full hospital design. Hard to compete with large firms.
- *Clinics/medical offices*: Clients exacting.
- *Nursing homes*: several dozen responding firms say this type is a rewarding, rapidly growing market. Give extra attention to tenant design features and amenities that help clients market them.
- *Parking structures*: Three key problems eat up fees: the permitting process, design changes, and occasional unexpected engineering complications. Because structural failures have been relatively common, small firms often can't afford adequate insurance or extended litigation.
- *Post offices*: Design and working drawings don't usually go as fast and easily as architects expect.
- *City halls/courthouses/police stations*: Approach with extreme caution. May require more careful recordkeeping and bookkeeping than most firms are used to.
- *Fire stations*: Reasonably straightforward; help from specialist consultant may be required. Sometimes architects not paid.

Residential

- *Single-family tract dwellings*: Average fee too low for adequate design. Many small, young firms start with tract-housing developer clients; main problem is slow pay, so keep tight control of costs—you may end up absorbing some of them.
- *Single-family developer luxury dwellings*: Fees often insufficient for fully equity work. Many developers offer to pay by giving equity in project—caution.
- *Single-family custom luxury*: Among the most demanding of all clients; see that you get fees to match. To minimize problems with changes, design costs, and inadequate fees insist on: extended design process, early and ongoing construction cost estimates, detailed scope of design work, expeditious client review and sign-off, and frequent communication.
- *Low-rise apartments*: Firms most successful with these have developed a library of details and components.

Educational

- *Elementary, junior, and senior high schools*: Most small firms lose money on this work, especially the first time through. Educational consultants and/or joint venturing mandatory for the firm new to this work. Long-term liability very high, so factor added insurance cost into fee.
- *Vocational schools*: Often done by small or mid-size firms. When for private clients, work goes faster and with fewer problems. For public clients, see entry above.

Industrial

- *Warehouses*: More than 30% of respondents try to avoid this kind of work because many clients are developers and the work is cut-and-dried. But 20% say it's one of their "bread-&-butter" types of work.
- *Light manufacturing*: Same as warehouses. A few firms have systemized this and used CAD very profitably.

Table 2. Representative Diversified Services Offered by Small Architectural Firms**Landscape**

- Landscape management survey

Furnishings/Equipment/Shell

- Equipment and furnishing inventories and grading
- Facilities repair and upgrade diagnostics
- Maintenance diagnostics—planning and scheduling
- Furnishings and equipment inventory and grading
- Interior design and space planning
- Building repair and upgrade diagnostics: maintenance diagnostics—plans and schedules

Interiors/Tenant Services

- Tenant-related services: interior space planning; sales or rental consulting and design enhancements; sales and rental management

Facilities/Strategic

- Real-estate surveys and inventories
- Survey measurements and key plans
- Property appraisals
- Property enhancement consulting or "visioning"
- Alternative uses/property conversion revenue analysis
- Long-range assets management
- Staff and management allocation surveys

Table 3. Diversified Services Related to Energy Conservation, Retrofit, and Adaptive Re-Use

Building energy conservation diagnostics
 Air quality surveys
 Environmental toxin surveys and abatement
 Code compliance
 Fire safety survey
 Building safety and hazard liability reduction
 Handicapped accessibility audits
 Seismic hazard and structural enhancement surveys
 Security audits
 Historic preservation feasibility
 Preservation grants/tax consultation
 Adaptive re-use feasibility

Unbuilt architecture honored by BSA

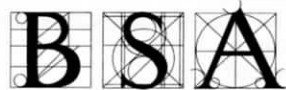
One of the highlights of the Spring and Summer was the BSA's Unbuilt Architecture Design Competition. This international effort culminated in June in Boston with a fascinating public forum on unbuilt architecture. This forum, led by BSA Design Committee Chair Robert Brown AIA, focused specifically on the work honored in this competition.

Sixteen awards were presented to architects from Massachusetts, Connecticut, California, Michigan, New York, Virginia, and Thailand. The work was exhibited throughout the Summer at Waterstone's Booksellers in Boston's Back Bay. Waterstone's co-sponsored the competition with the BSA.

For more details on the competition and on the BSA Design Committee, call Brown at 617-262-4354.

The ChapterLetter

The BSA ChapterLetter is published bimonthly by the Boston Society of Architects, 52 Broad St., Boston 02109-4301. The ChapterLetter is a service provided by AIA members in Massachusetts to the profession, the public, and everyone else with a sense of humor or an interest in 20th-century America. (For out-of-state subscription information, call 617-951-1433x228/fax: 617-951-0845.) The BSA is a non-profit, membership service organization and has been an advocate of architectural excellence and public awareness of architecture since 1867.



Letters to the editor, suggestions, criticism, encouragement, and manifestations of the light touch are welcome. Typed, double-spaced material intended for publication must reach the BSA by the deadline dates listed on page 1; appropriate submissions are edited and published as space, temperament, and prejudices permit.

© 1992 Boston Society of Architects

President M. David Lee FAIA
Vice-President Elizabeth Ericson AIA
Treasurer Anthony Platt FAIA
Secretary Edward T.M. Tsoi AIA

Editor Richard Fitzgerald
Art Director Stephanie Jones-Bramble

BSA service helps firms change

Working with firm principals of small and mid-size firms, the BSA Marketing Service is helping to bring more clarity and direction to the marketing efforts of design firms and is doing it in an affordable and accessible format. Focusing on specific opportunities for each client's new business development, BSA marketing consultant Jill Weber offers:

An informed outsider's perspective on existing promotional materials. The outdated look of one design firm's materials – text and graphics – was shown to undermine the firm's desired image. **Result:** The firm is creating a new identity package communicating specific new messages developed during consulting sessions.

Strengthening of market niches and programming to capture larger market share. One firm with a well-defined target market niche was advised to develop new brochure materials and given guidelines for using the brochure. **Result:** This "silent salesman" is systematically and efficiently getting off the shelf and before the eyes of former clients and new prospects with double and timely firm follow-up.

Strategies for client maintenance. A young firm, recognizing the need for some remedial client maintenance for a major client group, asked the BSA consultant for advice on strategies to rebuild the deteriorating relationship. **Result:** A reassured client, the continuation of work, and the promise of new projects down the line.

Special marketing package. The BSA consultant recommended that one top design firm prepare a special marketing package about an out-of-town project. Narrowly targeted to contacts on the firm's mailing list, the special package received wide notice. **Result:** The firm was asked to be on several short lists by brochure recipients and was subsequently awarded a significant commission.

For more information on the BSA Marketing Service, call Jill Weber through the BSA voice-mail system at 617-951-1433x323. Weber works with principals in short, intensive sessions and BSA members are charged a discounted hourly rate (MC, Visa, Amex charges ok).

Or... meet Weber by registering for her Build Boston workshop on "Marketing in the '90s: taking stock, taking charge, taking action" (S-68). . . or stop by and see Weber at the BSA booth at Build Boston.

Industry recycling center planned

A central warehouse for the collection and distribution of surplus and recyclable construction materials for use by charitable, religious, non-sectarian, and non-profit organizations in the Boston-area appears to be in the works. Materials available through this warehouse would be used by recipients for building, rehabilitating, remodeling, renovating, and maintaining facilities.

This idea is the brainchild of Nicholas Martorano, a business consultant in Melrose who has been the Chief Operating Officer for Dell Construction in South Weymouth. Martorano, who also has been the financial officer for several design and construction firms since 1968, notes that non-profit organizations "rely upon donated materials for a significant part of their financing package" for building projects. He notes that, in addition to the environmentally positive results inherent in recycling construction materials, the proposed service also would meet a significant need shared by community groups everywhere for low-cost building materials easily found in a central location. Readers interested in pursuing this idea are invited to a no-cost meeting moderated by Martorano during Build Boston. This informal gathering is scheduled for November 19 at 2:30 pm. Use the free Build Boston ticket inserted in this issue or call the BSA for another ticket. Questions? Call Martorano at 617-662-9480 or, with questions about Build Boston, call 617-951-1433x221.

N.B. Martorano is also speaking briefly at the free ASR meeting at Build Boston at 1:00 pm on November 19. Everyone is welcome.

OPTION 2

"Temp to Perm" placement – To convert a CFA hourly employee to your payroll, CFA charges a fixed fee of \$1,800 any time between three and six months. . . and no fee after six months. *Many CFA clients exercise this option after a successful trial period . . . or when project loads increase.*



**Consulting for Architects, Inc.
Placement Services**

52 Broad Street, Boston MA 02109
617-261-0090/fax 617-261-0098

"The BSA's design-firm staffing service"

Architectural resource center proposed

As an architect and sole practitioner with limited space and limited time, it is clear to me that there is a real need in the Boston design community for an Architectural Resource Center. This would be a place in which architects, commercial interior designers, and builders could have immediate access to hundreds or even thousands of building product catalogs, materials samples, and professional reference materials. Because it would be a one-stop resource center, it would save us many hours of research time and would keep us informed of new products on the market. Conference space would be available for members to meet with clients. It would also provide an express sample telephone ordering service.

The plan for this resource center is still in its infancy. A survey recently has been mailed to 250 architects and commercial interior designers to collect information and indications of interest. If you did not receive a survey and have some thoughts about what this resource center could or should be to serve you best, please call or write me at Stanfield/Abe Associates, 64 Inman St., Cambridge MA 02139; 617-864-5658. . . or just call me to tell me it's a good idea and that you would use the center.

Brenda Stanfield

What is "sustainability" . . . and how can I make a difference?

The Rio conference and American's growing awareness of the environmental crisis is causing many developers, architects, builders, and homeowners to ask themselves this question.

Architects for Social Responsibility continues its work toward a sustainable future with a workshop entitled "Choosing Appropriate Materials - Specifying for Sustainability." This one-day event at the Boston Architectural Center on November 7 features presentations by experts who have been researching ways to make the building industry improve its environmental awareness. A hands-on design exercise explores ways to incorporate the information in an immediate way. A variety of building types is to be explored, including wood frame, concrete and steel, and

masonry load-bearing construction. Environmentalists agree that the best way any individual can work to save the earth is through changing his or her own personal habits. We should all be recycling in our homes, cutting down on our personal use of fossil fuels, and reducing the consumption of beef. Designers, specifiers, and builders have an unusual opportunity to have an impact in a larger arena. Some 40% of U.S. resource use is attributable to the construction, operation, maintenance, and demolition of buildings. Small improvements in standard procedures can have a large effect, with very little cost or disruption. Larger changes pioneered on high-visibility projects can rapidly expand the public's awareness of the possibility for sustainable construction.

The basic knowledge required to act responsibly toward the earth is the understanding that everything we build with comes from the earth and some day will be part of it again. If we use arsenic to treat our lumber, we must be prepared to have that arsenic in our soil and water. If we paint our buildings with coatings containing volatile organic compounds, we should be aware that those compounds will accumulate in the atmosphere. And if we make structures whose energy requirements in construction or operation are above the minimum, we must know that we are contributing unnecessarily to global warming.

From the point of view of those of us in the construction industry who feel that the problem is already acute, it often appears as a choice between inexpensive toxins and paying a premium for earth, air, and water. How can we fulfill society's requirements for healthful shelter at an acceptable cost.

One of the inherent aspects of a truly sustainable design is the likelihood that it will incorporate elements with a higher first cost than other options. Other constraints may render it less than competitive in a market that considers only aesthetic appeal and construction dollars. As a result, the process of developing a sustainable design approach is an iterative one, with planners, architects, and builders, who are committed to sustainable concepts introducing them gradually to clients, government agencies, and the public.

With an increased understanding of the closed-system nature of building comes the ability and the motivation to choose

intelligently the point at which to use resources. For example, once a client understands the choice between paying a little more in construction costs and paying more at a later time for increased demolition and disposal or recycling costs, the architect or builder is no longer in the position of having to argue for spending more money upfront for environmental responsibility.

If we in the construction industry consistently search for the *elegant solution*, accomplishing the desired result with the greatest economy of means, we will have come a long way towards a sustainable future.

Andrew St. John AIA

Planning to take the A.R.E.?

The BAC and BSA present A.R.E. refresher courses again beginning in January. The courses have been carefully developed to provide those designers seeking registration with the most up-to-date information about the exam. Instructors are experienced professionals in architecture and engineering. It is the intent of the BAC and the BSA to provide designers with an educational program related to the *testing requirements of NCARB*. Call the BAC at 617-536-3170 for course descriptions, times, and fees for all A.R.E. refresher courses.

The BAC library has copies of the ALS (Architectural Licensing Seminars), Ballast's Guides, and the NCARB study booklets (previous exams with some explanation) available for those studying for the exam. Call the library at 617-536-9018 for hours and information about borrowing privileges.

You also may wish to provide the BSA (617-951-1433x 228) with your name and telephone number. The BSA can help you link up with others preparing for the exam if you wish to study together or work on design problems together.

OSHA's view of designers' liability rejected

"In a case of vital importance to architects and engineers," reports Victor O. Schinnerer & Company, the liability insurance management firm, the Occupational Safety & Health Review Commission has rejected the U.S. Department of Labor's position that design professionals are subject to the OSHA construction safety standards merely because they have a relationship to the overall construction project.

Schinnerer reports that OSHA had issued citations against a Boston design firm, Simpson Gumpertz & Heger, arguing that the firm was responsible for the collapse of metal decking on a building project because it had given "bad advice" to the contractor in response to a telephone call regarding the contractor's procedure regarding pouring concrete. At the heart of the issue, according to Schinnerer, was the Labor Department's argument that design firms are "an integral part" of construction and thus subject to the construction standards. The Review Commission stated that neither the law, the regulations, nor previous cases supported that view. The Commission referred to a 1977 decision holding that the construction standards apply to A/E firms only if the firms perform actual construction work or exercise substantial supervision over actual construction. Schinnerer cited this decision as one of "utmost significance" because, had the decision gone the other way, "every A/E firm would have been vulnerable to liability suits from injured workers in addition to being subject to OSHA fines."

Growth management, zoning controls, and AutoCAD

Many BSA committees and task forces take advantage of the extraordinary opportunity Build Boston offers for special meetings of BSA committees. This year, for example, the BSA's Growth Management Task Force, which is meeting at 5:30 pm on November 19 at Build Boston, hosts a presentation by Mark Siegenthaler, Director of EOCD's Bureau of Planning and Regionalism.

Also at Build Boston, the resuscitated AutoCAD Users Group gathers to focus on

AutoCAD release 12/386 (see the note in "Bricks" on p. 17). This special free session is at 1:15 pm on November 19.

And the ever-creative Codes & Regulations Committee uses its Build Boston meeting at noon on November 20 to examine zoning controls.

All of these BSA committee meetings – and all of the others listed in the Calendar (p. 24) – are free to members and non-members alike. . . and all readers are urged to take advantage of this unique opportunity. The free ticket to Build Boston inserted in this issue will get you into all these committee meetings. . . If you need another free ticket, call the BSA.

Wentworth receives accreditation

Wentworth Institute's Department of Architecture has received accreditation of its Bachelor of Architecture program from the National Architectural Accrediting Board (NAAB). Wentworth's five-year, first-professional degree program was initiated in 1985; accreditation is effective in 1990.

The Department of Architecture is one of four departments of the College of Design and Construction – the others are the Departments of Industrial Design, Construction Sciences, and Interiors and Facility Management. In addition to the new Bachelor of Architecture program, the Department of Architecture offers a pre-professional, four-year Bachelor of Science in architectural engineering technology.

A seven-year period of resource and facility development at Wentworth included: the increase of baccalaureate students from 90 to over 200; the participation of more than 50 professional faculty; the introduction of 40 new architectural courses; a semester-abroad program that involves faculty from the host countries of Italy, Germany, Finland, France, and Spain; and the renovation of 15,000 s.f. of architecture studios and crit rooms by Sasaki Associates. The architecture programs, according to Department Chairman Terry Heinlein AIA, offers unique curricula that *begin* with studies in the humanities, sciences, and construction technologies and are followed by architec-

tural history, design, and a variety of theory and technology electives. For more information, call Heinlein at 617-442-9010x400.

The Board moves on

BSA President David Lee FAIA reports regularly in this space.

With the resolution of The Architects Building dilemma, and the enormously successful conclusion of the work surrounding the AIA Convention, the profession – and the other Board members and I – can now enjoy the unusual pleasure of actually thinking about design issues and the resuscitation of the economy.

In recent meetings, the Board has:

- continued to support the work of the Legislative Affairs Committee, so ably led by Michael Hicks AIA and Ed Hershfield, Esq., in the effort to reduce or eliminate the threat of retroactive sales tax collections on tangible goods being pursued by the Commonwealth;
- greatly expanded our Board-level efforts to help the profession in Boston take advantage of the new opportunities and funds available through the federal surface transportation legislation recently enacted (Build Boston workshop S-95 also focuses on this);

. . . and, of course, the Board and almost everyone else is currently focusing on the once-a-year marketing and networking opportunity we call Build Boston. I have enclosed a free ticket to the Build Boston Exhibit Floor in this issue of the ChapterLetter; photocopy the free ticket as often as you wish and distribute them to as many colleagues, clients, allied professionals, and others who you think might enjoy and benefit from the events at Build Boston. As always, it is crucial for the profession to support Build Boston because it is Build Boston that supports the profession and accounts for a significant portion of the BSA's income.

Finally, I urge everyone to vote twice on election day: once in the BSA elections and once in the other major U.S. elections. I look forward to seeing you all at the Annual BSA Banquet on November 19 (call 617-951-1433x221 for reservations forms).

*David Lee FAIA
President*

Bricks

A new organization of **Black Women in Architecture** is being formed to include architects, landscape architects, interior designers, engineers, planners, construction administrators, support staff, and other black women in the industry. For details, write Black Women in Architecture, c/o Pamela Fountain, 8395 Morven Rd., Baltimore MD 21234.

The Boston Housing Authority began issuing **housing RFPs** in early October for approximately \$3,000,000/year worth of projects scheduled for the next five years. The projects range in size from \$500,000 to \$4,000,000. For details, call the BHA at 617-451-2454.

Historic Massachusetts Inc. sponsors its Sixth Annual Leadership and **Preservation Planning Workshop** for design professionals, local historic district and historical commissions, and other members of the preservation community on November 7 in Concord. For details on the workshop program, call 617-723-3383.

A powerful planning technique used in California, one that may be transferrable to Massachusetts, is explored at the Specific Plan Conference at the Lincoln Institute in Cambridge on November 17. Doug Dahlin AIA of the Dahlin Group in California is the guest speaker. Local experts Edith Netter, John Griffin, John Mullin, and David Soule will discuss the plan's applicability to Massachusetts. For more information or to register, call Ann Long at the Lincoln Institute (617-661-3016).

The recently renovated BSA AutoCAD Users Group holds a special two-hour meeting at Build Boston beginning at 1:15 pm on November 19. The focus is **AutoCAD release 12/386** and the latest version of Softdesk's AutoArchitect (we anticipate the release 12 Beta edition). The focus is on 3D modeling and design and on production. Guest will include architects, software vendors, and manufacturers' representatives. This meeting is free; use the free Build Boston ticket inserted in this ChapterLetter or call the BSA (617-951-1433x221) for another. For more information, refer to the BSA's electronic BBS (617-737-8102, 2400 baud, N, 8, 1).

A summary of the Commonwealth's **educational facilities budget** for FY1993 is available from the BSA's Educational Facilities Committee. The summary, prepared by School Facilities Service Bureau Director Diane Price, includes

information on types of institutions for which funding is to be available, reimbursement rates, planning grants, and other information. For a copy of the summary, call Committee Chair John Miller AIA at HMFH Architects, 617-492-2200.

Did you know that The Architects Building makes it fifth-floor lounge/dining room available for **holiday parties**? Did you know that the BSA can provide in-house catering to handle all party needs from cocktails to full-course banquets? If you are looking for a low-cost alternative to your traditional holiday parties for staff or clients or in-laws, call Stephanie Jones-Bramble at the BSA, 617-951-1433x227.

John Steffian AIA (right), recently Interim President at the BAC, has been named Dean at the Rhode Island School of Design.



photo: Julia Seitz

Still not sure what IDP is? Massachusetts IDP Coordinator Chris Doktor AIA has put together a terrific list of **frequently asked questions about IDP**. For a free copy of this excellent four-page list, BSA members should send requests with a 29c SASE. Non-members should do the same and include a \$5.00 handling charge.



photo: Paul McMahan

BSA Associate member **Paul McMahan** and his crew took third prize in this year's annual sandcastle event with a huge sand sculpture of Elvis sitting in a pink Cadillac on a \$0.29 stamp (detail above). The sculpture and the team were featured on Channel 5's "Chronicle."

CODEWORD, the official publication of the Massachusetts State Board of Building Regulations Standards (SBBRS), is available now both by subscription and on a single-issue basis. For an **annual subscription to CODEWORD**, send your check or money-order payable to the BSA for \$125 (\$85 for BSA Members) to the BSA, 52 Broad St., Boston 02109; MC/

Visa/Amex subscriptions may be faxed to 617-951-0845 with subscriber's name, mailing address, daytime telephone number, fax number, the name printed on the credit card, credit-card number and expiration date, and the amount being charged to the credit card. The current issue of CODEWORD is available for \$12; \$6 for BSA members, if you do not wish to subscribe. Massachusetts residents should add 5% sales tax to all orders. Questions? Call 617-951-1433x228.

Design firms in need of **permanent or temporary** staff help have direct access to nearly 1,000 Boston-area design professionals through the BSA-related placement service in The Architects Building. Call Stephen Dill AIA at 617-261-0090 (or fax your inquiry to 617-261-0098) if you think you might need architects, engineers, landscape architects, interior designers, construction managers, facilities managers, urban planners, CADD operators or managers, draftspeople, lighting designers, space-planners, marketing professionals, proposal-writers, feasibility studies specialists, renderers, model-makers, resource librarians, exterior or interior detailers, millwork or cabinetry detailers, estimators, spec writers, shop-drawing checkers, building department expeditors or almost any other building industry professional. We have the person you need in our database and we can save you big bucks in the search-&-decide process.

The AIA/American Hospital Association Fellowship in Health Facilities Design is one of the graduate fellowships available from the AIA. This one is worth \$16,000. For details on this and numerous other resources, call the BSA at 617-951-1433x221 and ask for your personal copy of the "91/92 Member Services Directory"... If you are not a member, call the same number and we will correct that oversight as well.

The BSA's Committee on Professional Appointments is seeking Massachusetts architects interested in serving on **city and town design-review**, historic preservation, and similar bodies. If you are an architect in Massachusetts interested in such roles, please send a letter of interest along with your resume to Stephanie Jones-Bramble, BSA, 52 Broad St., Boston MA 02109.

The most current **AIA Documents** list and order form is available free from the BSA; call 617-951-1433x221 to request your free copy. If you don't have a telephone, mail or fax your name and address and a

... and more Bricks

request for the list to the BSA, 52 Broad St., Boston 02109; fax 617-951-0845.

BSA Electronic Services include: (1) AIA Documents Ordering Service (617-951-1433x221). . . (2) Firms Hiring Hotline for firms needing full-time or part-time staff immediately (617-261-0090; Stephen Dill AIA). . . (3) The BSA Bookkeeping and Financial Reporting Service for Firms & Sole Practitioners (508-371-9060; Donna Poole). . . (4) The Electronic Bulletin Board (617-737-8102 via modem at 1200 or 300 baud, 8, N, 1). . . (5) The Documents & Liability Hotline (617-628-6363; Chuck Heuer, Esq., FAIA). . . (6) The BSA Marketing Consulting Service (617-951-1433 x323; Jill Weber). . . (7) The BSA Debt-Collection Service (617-969-6100x105 or 800-CASHFLOx105; Steven Sands). . . (8) The Computer Hotline (Curt Cunningham AIA; 617-876-2233). . . (9) The BSA Laser Printing and Fax Services (617-951-1433x227). . . (10) Technical Information Hotline (617-964-5477; Mark Kalin AIA). . . (11) CFA, the BSA-related jobs placement service (617-261-0090). . . (12) The BSA catering & space-rental services (617-951-1433x222). . . (13) The AIA Mass./BSA toll-free number, if you're calling from somewhere in Massachusetts outside Boston, is 800-662-1235.

Do you want to run an art & architecture gallery? Volunteers are needed to help with or direct preparation of exhibit space in The Architects Building. Interested souls with design skills should call Alexandra Lee at the BSA, 617-951-1433x225.

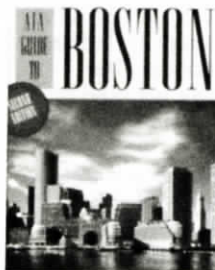
Consultants! The BSA frequently is asked to recommend consulting engineers, contractors, landscape architects, interior designers, model-makers, video producers, graphic designers, photographers, perspectivists, elevator consultants, clerks-of-the-works, spec-writers, CADD wizards, curtain-wall consultants, library consultants, criminal justice facilities consultants, asbestos-removal specialists, hospital design consultants, and so on and so on and so on. Well, we've come up with a way to deal with that. The BSA's "Guide to Consultants" is a new semi-annual listing in which consultants are invited to advertise their services. This listing is made available at no cost to every AIA architect in Massachusetts and to every architect in the Northeast who receives the ChapterLetter. For details on this extraordinary new advertising tool, call Stephanie Jones-Bramble at 617-951-1433x222.

On November 14, the BAC hosts "archifair," an architectural fair for high-school students co-sponsored by the BSA. The intent is to showcase architectural projects designed by high-school students in the Boston area, much as science fairs, music festivals, and similar events highlight work in other disciplines. For more details on this program, call Tina Keizer at the BAC (617-536-3170).

Starting salaries. The June 1992 of *Principal's Report* notes that architects' and engineers' starting salaries during the Spring of 1992 were up only 1-3% from those reported last Fall. According to *PR*, average starting salaries a few months ago were: mechanical engineers - \$35,144; electrical engineers - \$33,715; civil engineers - \$30,610; and architects - \$27,117

This is a reminder to all BSA design firms and to all AIA Member Firms in Massachusetts and **Corporate Affiliate Members** of the BSA to send your firm brochures to the BSA library. We maintain reference copies of brochures and related material on all architecture firms whose principals are AIA members in Massachusetts. We also hold similar brochures of Corporate Affiliate Members of the BSA; these are consultants, manufacturers, suppliers, and other allied professionals who provide services and products to architecture firms. For more information on these reference shelves or Corporate Affiliate membership, call the BSA at 617-951-1433x228.

The two new architectural publications pictured here are the revised 1992 edition of the AIA Guide to Boston (blessed with an extraordinary - and uncredited - Steve



order form, call 617-951-1433x221 or fax your request for an order form to 617-951-0845.



Rosenthal photograph on the cover) - and the new "Map and Guide: Notable Buildings in Boston and Cambridge." Both are available from the BSA. For an

Letters

I suspect that other members may have experienced the similar situation of receiving multiple copies of the "Build Boston" program. . . I am not talking of one or two extra copies but, in my case, five in all were all delivered in the same mail. Four of them were addressed to the same name, varying only slightly in terms of punctuation, middle initials, etc.. Maybe every year you go, your name gets added to the mailing list, or some such lunacy. I can't believe in this age of technology this problem can't be solved, or perhaps it is just another example of a smart technology intended to save time and money, but working only partially and doing the exact opposite. Please see if this situation can't be improved.

LYNN OSBORN (all caps)
Lynn Osborn (upper and lower case)
LYNN OSBORN AIA (no comma)
LYNN C. OSBORN, AIA (middle initial and comma)

Ed. note: Your penultimate sentence is precisely the correct presumption. We use about three dozen different mailing lists each year to mail Build Boston programs. The lists are acquired from widely different sources. We then pay a high-tech mailing house to merge the lists in order to limit duplicates. However. . . the technology available, we are told, cannot make fine distinctions such as those evident in your name(s) noted above. Rather, the computer reads any variation, such as a middle initial or a comma, as an entirely different name. Nonetheless, this year about 10,000 names were purged as duplicates. Our only recourse is to hire people to sort manually the 100,000+ labels we acquire. We cannot afford it. It is far less expensive to mail extra copies at bulk rates. . . and we urge you, as we urge all readers every year, to pass the extras to clients and colleagues who may not have received one.

Become part of an exciting program that matches adult role models in interesting careers with inner-city elementary children. . . This successful project, based on Dr. Howard Gardner's theory of multiple intelligence, is expanding and we need mentors to make connections from their varied backgrounds and experiences to first-, second-, and third-graders using project-based learning. Volunteers work one hour/week, January-May. Call me (617-445-2255) or Project Coordinator Patricia Soat (617-837-0395) to set up an interview or write for information to Mason Connection, Mason Elementary School, 150 Norfolk Ave., Roxbury 02119.

Mary L. Russo, Principal
Mason Elementary School

Having recently returned from a memorable pilgrimage and holiday to Boston and New England, I would like to record the warm welcome we received, the quality of urban design and regeneration taking place, and the achievement of fellow professionals in addition to the optimism in the face of the current

... and more Letters

economic situation being experienced on both sides of the Atlantic.

Echoing the tone of the ChapterLetter, I would also remark on some highpoints of our visit. These include the work of Louis Kahn, the Harvard Campus (except Gund Hall), Charles Bulfinch, the Carpenter Center, the Hartford Seminary, the BSA ChapterLetter, and the '64 Chevrolet Bel-Air hired on Martha's Vineyard. These more than compensated for the low points – Logan International, the Sumner Tunnel, Hampton Beach, and my 40th birthday.

Thanks to the BSA for its help; in particular, thanks to Kristen Antonuccio, to Peter Forbes FAIA for his assistance on Lou Kahn, and to David Lee FAIA for extending the debate.

Gordon Murray RIBA
Cunningham Glass Murray Architects
Glasgow

George R. Beaton, the recently retired Executive Director of the Designer Selection Board (DSB), an agency of the Commonwealth of Massachusetts, died on August 30 at his home in Arlington.

A registered professional engineer and a dedicated state employee for 36 years, Beaton was since 1982 a key figure in the administration of the comprehensive state legislation governing designer selection which emanated from the Ward Commission hearings of 1980.

In January 1982, Beaton was appointed Executive Director of the Designer Selection Board. He served the Commonwealth during a period of unprecedented increases in state construction activity and, with his small staff, dutifully kept pace with the needs of his board, the officers and administrators of the state institutions, and the local architectural and engineering community.

His dedication and unique knowledge of the designer selection legal process were instrumental in imparting a high level of confidence to the Commonwealth's methods and procedures, and have resulted in many successfully completed public projects.

Frank Orlando AIA
Designer Selection Board

Kudos to the BSA for helping us reach our lost alumni! Because of the our appeal in the ChapterLetter last fall, several BSA members who are Wentworth graduates passed the word to 'lost' co-workers. Now we need to reach our alumni to tell them about some of the exciting changes at the Institute including our recent professional accreditation. This is particularly important for graduates of the bachelor of architecture program. . . call us toll-free at 800-ALUM-WIT.

Patricia Mirageas
Office of Alumni Programs

In February I mentioned [at a BSA Exhibits Committee meeting] that I thought we residents of New England would be well-advised to place an increased emphasis on excellence in all that we do.

My reasoning was preceded by this insight: We live in a region of limited natural resources but extraordinary intellectual resources. Relative to our natural resources and because of our intellectual resources, our population has maintained a high standard of living. If that standard of living is to be maintained by the more fortunate and improved upon for the less, it must be by demonstrating to the rest of the world that it can expect products and services originating here to be of the highest quality obtainable anywhere. . .

We should take a cue from Robert Venturi, who suggests in *Complexity and Contradiction in Architecture* that "the architect's ever-diminishing power and his growing ineffectualness in shaping the whole environment can perhaps be reversed, ironically, by narrowing his concerns and concentrating on his own job." In other words, we may best help the region by helping ourselves. The best way to help ourselves is to focus on excellence.

Most of what stands between an architect and the pursuit of excellence is outside of his ability to control. Michelangelo certainly did not have to worry about the Americans with Disabilities Act, and the Pope was not on a really tight budget. There are, however, embedded within the practice of architecture, problems over which the architect can and should exercise some control. I will try to address a few of them here. . . Once we have narrowed the list down to a few pertinent topics, perhaps we could hang an exhibit describing why a building ends up the way it does in spite of, or because of, the problems we identify.

A big problem is the "star system." It has always been with us, but recently the pursuit of stardom has become somewhat pathological – an end in itself. An easy route to stardom is to do something really different and, better yet, make it conceptual. This approach is fine if a building makes an attempt to explain itself, but very often it doesn't. In *A Brief History of Time*, Steven Hawking tells us that he feels the search for the unified theory in physics is important precisely "because theories are always being changed to account for the new observations, they are never properly digested or simplified so that ordinary people understand them. . . If we do discover a complete theory, it should in time be understandable in broad principal by everyone, not just a few scientists. Then we shall all, philosophers, scientists, and just ordinary people, be able to take part in the discussion of the question of why it is that we and the universe exist. If we find the answer to that, it would be the ultimate triumph of human reason – for then we would know the mind of God."

Frankly, I just wanted to get people to know the mind of an architect. David Lee, at the BSA

dinner, said: ". . . what makes us truly useful to the society is our ability to turn dreams into reality." Architecture is only successful when people can recognize and respond to these dreams.

For instance, in the early part of this century Charles and Henry Greene influenced residential construction for a generation. They made the ideals of the Arts and Crafts movement uniquely their own. The popular adaptation of their vision became the California bungalow, as ubiquitous there as the cape or saltbox are here in New England.

One of the most profound flaws of the star system may be that firms are destroyed by their very success, suddenly obtaining more and larger commissions than they can really do well. Meanwhile, a lot of really good work goes unnoticed (the typical refrain: "We've seen that before."). In an ever-increasing frenzy to attract the media's short attention span, the danger is that some really bad architecture will start to happen. In addition, examples abound of technical failures due to pushing the edge of the envelope.

I think there should be a return to an emphasis on craft and an evolutionary approach to design. There is no need to re-invent the wheel with every building. This switch in emphasis would also increase with every architect's sense of self-worth, as a really well-done stair detail could become as important as a well-done master plan. Indeed, in my experience, the two go hand-in-hand in great architecture. This approach would also make architects seem less trivial. Architecture should be taken out of the realm of fashion.

Robert Pirsig addressed this issue obliquely when discussing American technology in *Zen and the Art of Motorcycle Maintenance*: "Stylized refrigerators filled with stylized food in stylized kitchens . . . you have to be awfully stylish yourself not to get sick of it. . . Quality isn't something you lay on top of subjects and objects like tinsel on a Christmas tree. Real quality must be the source of the subjects and objects, the cone from which the tree must grow."

Reforming the star system could start in school. There may be some lessons to be learned from the education of theoretical physicists, as I alluded to in the lines from Steven Hawking. The discovery of a new principal in physics is always preceded by the formulation of a new theory, which in and of itself is a profoundly creative act. This theory will then be subjected to intense peer scrutiny and must withstand experimental verification. It is a long time before a theory in physics becomes generally accepted. It is a pity that Le Corbusier's ideas did not receive the same type of scrutiny and modification before the construction of so large a project as Pruitt Igoe.

Perhaps the trade media is another area in need of improvement. The contrast between the media coverage of architecture and law or medicine is really quite glaring.

... and more Letters

There is also potential for disaster in the adversarial relationship that can develop between architect and builder. A potential reform would be to find someone else to adjudicate the construction process; the architect must not be seen as some dilettante who shows up every so often to give the builder a hard time. Conversely, it is a shame that, once the project gets into trouble, the builder's search is on for holes in the specifications and excuses for change-orders.

Closer cooperation between architect and builder would draw each into a better understanding of the other's *oeuvre* and would inevitably result in better design. The architect's gain would be greater understanding of the materials and methods of construction at his disposal and the builder's greater sympathy for the design process. In an ideal world, perhaps all involved in the construction process could have a greater sense of participation.

David Halberstam talks a lot about these issues in his book, *The Reckoning*, which is a postwar history of two automobile companies, Nissan and Ford. He describes the new American managerial class that mistakenly felt it "should no longer be of the plant. They should come from the managerial class, as it arrived from the best colleges and business schools. . . Their experience should not be practical, as it has been in previous generations, but abstract. Practical experience was, if anything, a handicap." At the same time the Japanese were learning from Edward Deming that "the company's engineers should not be separated from the manufacturing line in some nice sanitary office but should be out on the factory floor as much as possible, as much a part of the line as the workers themselves."

As an important aside, I don't believe for a New York minute that the American automobile worker or construction worker is incapable of producing fine work. I feel rather strongly that the worker himself finds himself at the bottom of a very long food chain. The Japanese didn't just build better cars, they *designed* better cars. They have also very carefully put in place the kind of institutional structures that support that process. The profession of architecture in this country can draw on that model.

There are other models right here at home. What computer software and hardware companies are successful, and why? How do they organize their design teams? Our software architecture is the best in the world and our hardware designers and manufacturers are also unsurpassed. A lot of that work goes on right here in New England, and I am sure the architectural profession can learn from it.

The topics I have outlined above are necessarily from an outsider's perspective, and I want to turn this discussion over to the insiders before I go any further. . .

Nick Wheeler
Architectural Photographer

Opportunities

Competitions/Awards/Grants — Innovations in Housing single-family design competition; \$10K prize; 1/7 deadline; 206-565-6600. . . **Paris Prize** for 6/90-12/93 architecture graduates; 2/28 deadline; 212-924-7000. . . **Van Alen Student Design Competition**; 5/7 deadline; 212-924-7000. . . **AIA/ACSA Education Honors**; 1/1; 202-262-7518 (AIA). . . **Laguna Beach Public Art Project**; 2/15 deadline; 714-497-0311 (Phil Hoffmann). . . 1993 Richard Kelly Grant for the **creative use of light**; 1/31 deadline; 212-705-7915 (Holly Bernard, Illuminating Engineering Society). . . **Walter Wagner Education Forum Essay**; 1/15 deadline; 202-262-7300 (AIA). . . "Sun Design" international design competition for **outdoor furniture**; deadline unknown; Sun Design, Fiere e Comunicazioni 20154 Milan, Italy; tel. 02-349-4203. . . **Cyprus University Campus Masterplan** ideas competition; \$170K in prizes; 11/23 deadline; Int'l Competition Office, Univ. of Cyprus, 75 Callipoleos Ave., P.O. Box 537, Nicosia (Cyprus); fax (357) 236-61-98. . . **Underground New York** weekend charrette competition; 11/13-14; 212-924-7000/fax 212-366-5836. . . **Int'l Furniture Design Fair** Asahikawa '93; 2/20 deadline; tel. in Japan; 81-166-47-0655/fax 81-166-48-4749. . . **Hopper Paper "Kudos" Graphic Design Awards**; 11/27 deadline; 212-868-2727. . . 1993 Rudi Bruner Award for Excellence in the **Urban Environment**; 12/30 deadline; 212-334-9844. . . "The Environmentally Sound" Building Design Competition; 12/31 deadline; 413-774-6051 (NESEA). . . **San Rafael Community Planning Competition**; \$20K first prize; early '93 deadline; 415-485-3085. . . **Rancho Cucamonga Housing Competition**; 12/16 deadline; \$10K first prize plus possible contract; 714-989-1851x2153 (Lynda Thompson). . . **AIDS Housing**: New Needs, New Models Design Competition; PWA Housing Committee, P.O.B. 30941, NY NY 10011-0109. . . **San Francisco Waterfront Competition**; 1/30 deadline; 415-863-1502 (Pam Kinzie). . . **Store Interior Design Competition**; 914-332-1806 (Cynthia Lewis). . . **Rome Prize Fellowship**; 11/15 deadline; 212-517-4200. . . **Spazio Design Competition for sofa-beds and chair-beds**; 12/31 deadline; Concorso Spazio Design, ADI, Via Montenapoleone 18, 200121 Milano Italy. . . **Neste Forma Finlandia Plastics Design competition**; \$250K in prizes; 12/15 entry deadline; tel. 358-0-450-5044/fax 358-0-450-4985 (Finland). . . **AIA Honors & Awards Programs** including the new Young Architects Citation and traditional awards programs including the Gold Medal, Kemper Award, Whitney Young Citation, Honorary AIA Membership, Design Honor Awards, 25-Year Award, Urban Design Awards, AIA College of Fellows, Thomas Jefferson Award for Public Architecture, Library Building Awards, Institute Honors, Architecture Firm Award, Henry Bacon Medal, Topaz Medallion for Education, Brick in Architecture Awards, Interior Architecture Awards, etc.; deadlines vary; 202-626-7300 (Frimmel Smith). . . **Palladio Prize**; 1/31 deadline; tel. 39-444-595900 (Italy). . . "Imagine" Swedish **Timber Competition**; 12/12 deadline; tel. 44-71-631-1510 (Claire Veitch, Sweden). . . **Minority/Disadvantaged Scholarship Program**; annual AIA/AAF Scholarships; 202-626-7511 (Mary

Felber). . . **Erskine Awards for Community Design**; Ruth and Ralph Erskine Award Foundation, Svenska Arkitekters Riksförbund, Norrlandsgatan 18, 2 tr, 111 43 Stockholm, Sweden. . . **AIA Institute Scholars Program** grants; 202-626-7300 (Joe Bilello). . . **NEA design project grants & individual grants/fellowships** (up to \$20K) for designers; multiple deadlines; 202-682-5437. . . For up-to-date **details on design competitions**, consider subscribing to "Deadlines," 17 W. Hawley Rd., Hawley MA 01339; 413-339-4018 (\$26/yr. for 12 issues). . . **The MacDowell Colony** Residency for architects; 603-2924-3886 or 212-966-4860 for applications & deadlines. . . For details on the \$15,000 American Architectural Foundation Richard Morris Hunt Fellowship and numerous AIA-related **fellowships and scholarships** for minorities/disadvantaged individuals, professional degree candidates, health facilities design, research, and other purposes, call 202-626-7511.

Workshops/Conferences — Build Boston '92; **145 workshops & 8 symposia** for building industry professionals; 11/18-20; 617-951-1433 x221. . . **SMPS** marketing program (Harl Aldrich, 1/7), lectures ("Demographic Changes and Their Impact on the A/E/C Market," 12/3), and more; Susan Pepple, 617-254-0016x302. . . **"Cracking the Code: Mastering Regulations,"** 11/7; 617-723-3383 (Historic Massachusetts). . . **Energy Opportunities Conference**; 11/16-18, Saratoga Springs NY; 413-774-6051 (Lise Marshall, NESEA). . . **The Women's Educational and Industrial Union Career Services** workshops and other services on job-hunting and other career issues; 617-536-5657. . . **BAC continuing ed.** program; 617-536-3170 for catalog. . . **GSD continuing ed.** courses; 617-495-1680.

Exhibits/Lectures/Tours — The Drawings of William Ware and other **BSA lectures & exhibits**; see p. 2. . . Architectural photographs of **Nick Wheeler**; AIA Headquarters DC; 11/11-1/27. . . "The Four Shapes of Boston," a slide-lecture on **Boston's architectural history** available to rent (with speaker); 617-367-2345. . . **Designers Lighting Forum** programs; 617-272-2300 (Anne Robinson). . . **MIT lectures** (11/3: Alex Tzonis/Lyane Lefavre; 11/17: Moristella Casciato; 12/1: Marc Treib); 617-253-5470 for details. . . **Art & Architecture Tours** of the BPL; 617-536-5400x212. . . **GSD Lectures** (11/4: Frank Gehry FAIA; 11/18: Sverre Fehn; 12/2: Gae Aulenti; 12/9: Vincent Scully); **GSD Exhibits** (Frank Gehry and the Vitra Design Museum, 11/2-12/4; Itsuko Hasegawa, 12/7-1/8); 617-495-4731. . . "3 New York Painters" exhibit (Susan Hall, Toby Kahn, Sigrid McCabe); **Andrea Marquit Fine Arts**; 207 Newbury St., Boston (Th-Sat., 11 am-5 pm). . . **SPNEA Fall Programs**; 617-227-3956. . . **"Arne Aho: Vernacular Churches of Finland,"** Montpelier; 802-496-3761 (Hanne Williams/AIA Vermont). . . **H.H. Richardson Drawings & Photographs** exhibit; Woburn Public Library; 11/9-12/31; 617-933-0148.

Fame

Somerville-based architect/attorney **Chuck Heuer FAIA** has opened a second office in Charlottesville for his design firm, **Convenants** and his law firm, **The Heuer Law Group**; the Virginia address is 2170 Lonicera Way, Charlottesville 22901 (804-973-8883). . . **William Rowe AIA, P.E.** teaches an HVAC course in the Spring at RISD based on his recent book on HVAC design. . . **BSA President David Lee FAIA** chaired *P/A's* Public Realm Awards Jury and has written a *P/A* editorial around that issue. . . **Bryer/Architects** celebrates its fifth anniversary this year. . . **Tom Payette FAIA** has been named New England's Regional Representative to the AIA College of Fellows. . . New Bedford preservation planner **Greg Jones AIA** (right) has joined **Design & Conservation**, the New Bedford architecture and historic preservation firm. . . **Peter Madsen FAIA** once again provided the architectural expertise as juror for the Annual Sandcastle Event. . . **Elizabeth Padjen FAIA** writes on Louis Kahn in the recent edition of *Art New England*. . . The *Globe's* "Your Home" magazine recently featured the residential work of **Juniper Russell AIA, Ann Beha AIA, and Berg/Howland Architects**; the magazine also featured the three-dimensional "cityscape" cards by **Graham Gund Architects** staff member David Eisen (who must be the wizard who does the firm's terrific holiday greeting card cut-outs). . . **Elkus/Manfredi Architects'** renovation of the NCARB offices in Washington was featured recently in *Interiors* and the firm's work on the Sony Gallery in Chicago was featured recently in *Visual Merchandising and Store Design* magazine. . . **Melissa Bennett AIA** has opened a new firm, **Melissa Butler Bennett Architects** (POB 6399, Boston 02114; 617-483-3913). . . **HKT Architects** has moved to 35 Medford St., Somerville 02143 (617-776-6545); Eric Kluz has joined the firm as a Principal. . . **Moore • Nolte Associates** has named Margaret Lackner an Associate. . . **The Stubbins Associates** hosted a session of the Association of University-Related Parks in Cambridge in October; the focus was financing research parks. . . **Robert Campbell FAIA** and **Peter Rowe, Hon. BSA** served as jurors for Houston's "Heart of the Park" Design Competition; **Campbell** also recently was guest lecturer for the Middle Tennessee Chapter and The Tennessee Foundation for Architecture at Vanderbilt. . . **David Mizan Hashim** has been elected to the Executive Council of the Association of American Universities Alumni of Malaysia where his firm (**Veritas Architects**) had its work widely published. . . **Evan Shu AIA** contributed an essay on working drawings to the Summer issue of *A/E/C Systems Computer Solutions*. . . **Fred Koetter AIA** was a recent guest speaker in the



AIA/San Francisco lecture series. . . **Graham Gund Architects** is the designer on "This Old House," the popular WGBH home-renovation program; the project is a the transformation of "an all-American ranch-style" residence in Lexington (this project has been featured recently in the *Globe*). . . **Earl R. Flansburgh FAIA** has been appointed by the national AIA Board of Directors to the 1993 AIA Convention Resolutions Committee. . . **Andrew Garvin** and **Anthony Mallows** have been named Senior Associates at **Sasaki Associates**; the firm has also named **Dennis Carlberg AIA** and **Joseph Lafo AIA** new Associates. . . **Peter Steffian FAIA** (below) has been appointed to the 1993



Architectural Registration Examination Committee of the National Council of Architectural Registration Boards; **Steffian**, who is Chair of the Massachusetts Board of Registration of Architects, also recently has found himself the centerpiece of a new series of DPIC advertisements in national architecture magazines. . . **Ann Gleason AIA** has been elected to her sixth term as Chairperson of the Back Bay Architectural Commission, which has also named **George Marsh AIA** its Vice-Chairperson. . . Recent issues of *Architectural Record* have featured the work of **Lawrence Man AIA** (the dental office in Reading) and **Machado and Silveti** (the Back Bay townhouse renovation). . . **Moshe Safdie & Associates'** Museum of Fine Arts in Montreal was featured in the August edition of *Architecture*; in September the magazine focused on the work of **Benjamin Thompson & Associates** (Baltimore's Harborplace) and on four **Cambridge Seven Associates** aquarium projects (Baltimore, Boston, Osaka, and Tennessee). . . In recent issues of *The Boston Globe*, **Robert Campbell FAIA** has written on the 1992 BSA Housing and Interiors Design Program award-winners, on Otis Hathon's church renovation in Rockland, on the whimsical "carchitecture" of Dan Scully, on the Plymouth Library project by **Sasaki Associates** and on the City View School in Worcester by TAMs. . . The remarkable co-housing initiative created by Marc Daigle and **John Adelberg AIA**, called the Center for Collaborative Communities, was featured recently in the *Globe*, which also has highlighted **TRO's** Springhouse independent-living retirement home in Jamaica Plain, **Paul Fallon AIA's** residential work, **Goody, Clancy's** Langham Court project in the South End, and **Elizabeth Armstrong's** residential work. . . Also in the *Globe* recently were **Tim Twomey AIA's** article on ADA and **Richard Palmer AIA's** letter on **Robert Campbell FAIA's** panning of the new Rockland church renovation. . . Finally, Boston architect **Dan Quail AIA** made the front page of the *Globe* because his name is

Joseph Maybank FAIA, founding Principal and President of Architectural Resources Cambridge, died in September. Maybank, after studying at Harvard and MIT, joined TAC in 1958 where he worked until 1966 when he joined Benjamin Thompson & Associates. In 1969, he became a founding partner of Architectural Resources Cambridge. Noted in particular for the design of the John F. Kennedy School of Government at Harvard, Maybank designed many projects at Tufts, Duke, Northfield Mount Herman School, and other schools, universities, and corporations across the U.S.

Jennifer K. Shakespeare AIA also died in September. After studying at Bennington and MIT, Shakespeare worked for several architecture firms, including RTKL in Baltimore. In 1981 she moved to Nantucket to work for Design Associates, the firm in which she eventually became a partner. In the last few years, Shakespeare relocated to Boston to work in the Cambridge office of Design Associates. She also became an active member of the BSA's Women in Architecture Committee and founding member of the BSA's Growth Management Task Force. Her interests were broad and included a focus on historic preservation, municipal and rural planning, alternative housing, and a broad range of other human needs issues.

evidently almost identical to that of a character on "Murphy Brown." (There was no mention of another BSA member, **Gary Cooper AIA**, whose name reportedly was borrowed by yet another movie star.)

New Work - Margulies & Associates has completed work on Analog Devices' World HQ in Norwood, Ciba Corning Diagnostics' World HQ, Fidelity Investments' Office in the Back Bay, Bank of Boston's Boylston Street Branch, and The Chiofaro Company Marketing Center at International Place. . . **William H. Rowe & Associates** is designing a new psychiatric unit at Springfield Municipal Hospital, a teen center at the Mission Hill Housing Complex, a Clinical Study Unit at New England Medical Center, mail facilities at Hanscom Air Force Base, and similar facilities for Bank of Boston. . . **Gorman Richardson Associates** has completed design work on several special-needs housing projects in Charlton (see photo #1 on next page) and similar project for Advocates Inc., ABCD Inc., Main South Community Development Corp., the Veterans Benefits Clearinghouse Development Corp., and The Sisters of St. Joseph. . . **Papesch Associates** has designed 17 units of affordable modular homes in Medfield. . . **Soep Associates** is designing the New England Organ Bank HQ in Newton's Gateway Center and is designing the Harvard Coop's Branch Store at the Harvard Business School. . . **Donham & Sweeney** has designed its 11th fire station, this one in Milford (photo #2 on next page); the firm also has completed the new Framingham Police HQ and is designing new police facilities for Cambridge, South Hadley, and renovations to the Lexington Police Station

... and more Fame

... **Payette Associates** is designing a renovation of an addition to the College of Wooster's Chemistry Building, the renovation and new design for the Veterans' Administration Medical Center in Boston, a new cancer center for the University of Kansas Medical Center, a renovation of the School of Medicine Teaching Facility at the University of Maryland, consulting services for UCLA's Molecular Life Science Greenhouses, and is conducting a feasibility study for a racetrack and support buildings in the state of Washington for the Muckleshoot Indian Tribe. ... **Arrowstreet Inc.** is designing a new Natick Mall and is also designing the Northshore Mall in Peabody and converting the South Hills Mall in Poughkeepsie to a power center. ... **TAC** is heading up the feasibility study for the domed stadium and convention center in Lynn and TAC also reports that its Mercer Island I-90 project in Seattle, for which TAC received national design awards 20 years ago, has culminated this year in a ribbon-cutting ceremony. ... **HNTB** is designing second-stage renovations and additions to the University of Connecticut's Student Recreation and Athletic Facility. ... **ADD Inc.** is providing design services for the renovation of the Fresh Pond Square Building in Cambridge (see photo #3) and is also renovating portions of SIGNA Investments' 725 Concord Avenue facility in Cambridge. ... **Earl R. Flansburgh + Associates** has completed the Warren Community Elementary School (photo #4) which has been cited for design excellence by *American School and University* magazine. ... **The Stubbins Associates** is providing design consulting services to Thailand's Ministry of Science, Technology and Environment in connection with the planning of a research and development park funded in part by U.S.A.I.D. ... **Graham Gund Architects** is designing a new student dormitory at New Hampshire's St. Paul's School and has completed work on the Fern Bank Museum of Natural History in Atlanta, reportedly

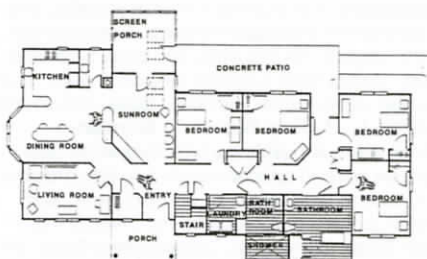
the first major natural history museum to be built in the U.S. since the early part of this century. ...

Veritas Architects, with offices in Kuala Lumpur, has completed a broad range of projects in Malaysia including two 30-story residential and mixed-use towers, an 800-unit high-rise condo development, a 3,800-home township, a 360-room resort village, two private educational institution buildings, the Faculty of Art and design at the Institute Teknologi MARA, and a mosque in Sabah. ... **TRO/The Ritchie Organization** has completed a new Ambulatory Care/Medical Office Building at University Hospital/B.U., a modernization and expansion program for Morton Plant Hospital in Florida, a new ambulatory care building and parking garage at Shreveport's Schupert Medical Center, a replacement facility with associated ambulatory care services for Alabama's Kallman Medical Center, and the new Breast Center for a major teaching facility at New Jersey's Monmouth Medical Center. ... **Keyes Associates** has completed design work for the new Framingham Fire Station and the South Meford Station and is doing similar work for stations in Worcester and Marlboro. ... **TAC** and **HNTB**, in a joint venture, are designing phase two of the South Station Transportation Center (photo #5), one of the first intermodal projects funded under the new Intermodal Surface Transportation Efficiency Act (ISTEA). ... **Huygens DiMella Shaffer** is designing the new corporate HQ for Opta Food in Bedford, new HQ for Biomeasure Inc. in Hopkinton, the interior law office renovation of Donahue & Donahue in Lowell, new corporate offices and manufacturing facilities for Salem Sportswear in Hudson NH, new facilities for Genica Pharmaceuticals in Worcester, the renovation of the corporate HQ for Lifeline Systems in Cambridge, and several private residences throughout New England.

New of Corporate Affiliates - **Gadsby & Hannah** partner John Miller, Esq. has been

named Vice-Chair of the American Bar Association's Section of Public Contract Law and also has been named the first Chair of the ABA's Construction Division ...

Bond Bros. President Edward Bond, Jr. (right) has been elected national Vice-President/ President-Elect of the Society for Marketing Professional Services (SMPS); the firm also recently completed extensive improvements to Northeastern's field house and new grandstand (John Sheldon, Jr. AIA was the architect). ... **Coco Raynes/ Graphics** is working on signage programs for the renovated Ritz Carlton in Washington and for additions to the Sheraton New York as well as a wayfinding system for IGT Hartford and a signage program for Willowbend Country Club. ... John Copley of **John Copley and Associates** recently participated in a public design workshop on affordable housing in New Hampshire and is part of the site-planning and design team for 36 attached and detached single-family affordable housing units in Hampton Falls. ... **Barr & Barr**, the 65-year old construction firm, has named Donald M. Barr the firm's new President. ... **Shawmut Design & Construction** has begun work on the new Emporio Armani and the new clothing store J.O.E., both on Newbury Street. ... BSA President David Lee FAIA also wishes to welcome these new BSA Corporate Affiliate Members: **C.B. Floyd Company, Foodservice Design & Development Associates, International Masonry Institute, and Syska & Hennessy.** (For Corporate Affiliate Membership information, call 617-951-1433x228.)



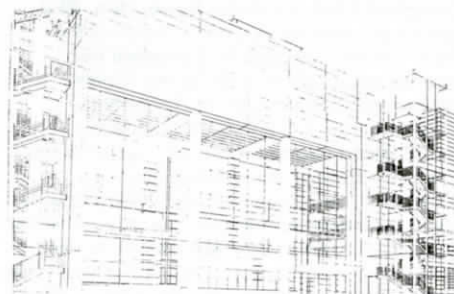
1



3



2



5



4

photo: Richard Mandelkern

photo: Nick Wheeler

8,000 professionals

This column, "The Service Center," appears in each issue of the ChapterLetter as a means to describe a specific BSA program or service designed and implemented, typically, by a BSA committee or task force. This month, however, this column highlights the single most significant service a large number of New England building industry professionals offer each other. It is Build Boston. It is a model for the nation and it is now in its eighth year of extraordinary service to New England architects and their allies. Build Boston is a magnificent service we provide ourselves and this year we expect over 8,000 building industry professionals to take advantage of it. You should too. . . It is the centerpiece of professional development, networking, marketing information, and so much else we all need to find work, to earn a few bucks, and to make ourselves better pro-fessionals. Joins us on November 18, 19, & 20. It doesn't have to cost you a penny to go. . . but it will cost you dearly if you miss the opportunities it provides.

OPTION 3

Permanent placement – No matter what our candidate's experience or salary is, CFA charges a fixed fee of \$3200 if you hire our candidate. CFA's charge is not based on a percentage of the candidate's salary. *When we do the same amount of work, why should a candidate's salary level result in higher fees to you?*



Consulting for Architects, Inc. Placement Services

52 Broad Street, Boston MA 02109 • 617-261-0090/fax 617-261-0098

"The BSA's design-firm staffing service"

OPTION 4

"Payrolling" Your Employees – CFA/PAYROLL, INC. contracts with you to become the employer of record for your firm's employees or freelancers. Fees are calculated as a percentage of documented costs and include "cash flow" financing, OR are fixed if you elect not to finance. *Many CFA clients use this service to get out of the payroll business and into the business of finding new clients.*



Consulting for Architects, Inc. Placement Services

52 Broad Street, Boston MA 02109 • 617-261-0090/fax 617-261-0098

"The BSA's design-firm staffing service"

Membership news

New AIA Members

Lisa M. Botticelli AIA
Design Associates
William B. Brainard AIA
The Design Partnership
of Cambridge
Charles B. Crowley III AIA
Charles B. Crowley
Architect
Scott E. Daniels AIA
LEA Group
Christopher R. DiMattei AIA
SBA/Steffian Bradley
Associates
Richard Donahoe AIA
SBA/Steffian Bradley
Associates
Gregory T. Havens AIA
Sasaki Associates
Susie S. Kim AIA
Koetter, Kim & Assoc.
N. John Messervy AIA
Massachusetts General
Hospital
Vasiliki Sue Michael AIA
Stull and Lee
Elvin J. Phillips AIA
Chisholm Washington
Architects
Peter F. Pitman AIA
Pitman & Wardley
Architects
Ussama N. Saab AIA
KOP Hawaii

Visda Saeyan AIA
TRO/The Ritchie
Organization
P. Lynn B. Stapleton AIA
Maguire Group
George I. Warner
Warner & Cunningham
Michael J. Whitmore AIA
Michael J. Whitmore
Architect

Returning AIA Members
Roland Kluver AIA
Roland Kluver Architect
Michael D. McKenna AIA
The McKenna Group
Shelley H. Peterson AIA
Hoskins Scott & Partners
Maxwell R. Pounder AIA
South Shore Hospital

New Intern/Associate Members
Patrick J. Cooleybeck
The Stubbins Associates
Elizabeth W. Cunningham
Warner & Cunningham
Edward L. Fischer, Jr.
Elkus/Manfredi
George A. Matta
Stephen E. Murphy
Massachusetts DCPO
**Jonathan M. Salvon
Ernest Charles Stigi III
Benjamin Rutella

**Returning Intern/
Associate Members**
Gary W. Gilbert
Todd Lee/Clark/Rozas
Associates
Mozhan Khadem
Payette Associates

Newcomer to Boston
Dolly Melhem/Kacha

Leaving Boston
Raymond Borst AIA
(to Wisconsin)
Charles B. Browne AIA
(to Texas)
Jeffrey DeMure AIA
(to California)
Michael English AIA
(to Minnesota)
Carl J. Frenning AIA
(to Vermont)
Sarah Haga AIA
(to Georgia)
Michael W. Homer AIA
(to New Hampshire)

Deceased Members
Joseph Maybank FAIA
Jennifer Shakespeare AIA

New Corporate Affiliates
C.E. Floyd Company, Inc.
Foodservice Design &
Development Assoc.

International Masonry
Institute
Syska & Hennessy

New Individual Affiliates

Christine S. Beard
Judith Borit
Kim Withers Brengle
Jeffrey W. Cummings
Martha Demerjian
Denise Ettari
Rose Fiore
Elizabeth G. Fraser
Denise Gilardone
Howard N. Goldsmith
Mark Patrick Greene
Dorothy M. Hayes
Beth Houston
Jean Jones
Carlton Johnson
Kelly M. Keegan
Vince D. Kimball
Melanie L. Lenard
Gail Mahoney
Daphne McCartney
Rosemarie Munsey
Linda Peltin
M. Karen Petersen
James M. Rose
Gayle Rosenfeld
Mary Jane Sullivan
M. Surprenant
Frank Tambone
Adam J. Twiss
Paula R. Valentine

Susannah Wise
Janet R. Young

New Student Affiliates
Boston Architectural Center
Kevin M. Volpe

Brandeis University
Rebecca Devine

Northeastern University
Thomas J. McGann III

** Western Mass. Chapter

To join your friends and colleagues on this list, call the BSA at 617-951-1433 x 221. Call the same number for information on out-of-state subscriptions to this newsletter, AIA Documents, gift memberships, special publications on marketing & management, etc.

Voices

"There is less to fear from outside competition than from inside inefficiency, discourtesy, and bad service." — *anonymous*

"Nobody really thinks the architecture profession will ever be the same again. The great boom of new buildings of the '70s and

'80s isn't likely to come again. Instead, American architects are going to be practicing in ways more like those of their European counterparts. Most of the work will be that of adapting existing buildings for new purposes. . . Architects, in other words, won't so much be Dr. Frank-

enstein who create new life from their own imaginations. Instead they'll be kindly Dr. Doolittles, who nurse and suture and mend and extend a life that already exists." — *from "Architects' bright ideas clash with harsh realities" by critic Robert Campbell FAIA (The Boston Globe, 7/9/91)*

November

2
Art & Architecture Cte, 8 am

3
Election Day: Bush? Clinton? Foote? Tsai?

4
* Membership Cte, noon
Small Firms Cte, 5 pm

5
Task Force to End Homelessness, 8 am, Payette Assoc., 285 Summer St., Boston

Boston Foundation for Architecture Annual Meeting

6
Executive Cte, 8 am

Sustainable Design Workshop (see p. 2)

10
Urban Design Cte, 8 am, CityDesign, 334 Boylston St., Boston

Legislative Affairs Cte, 8:30 am

11
Healthcare Facilities Cte, 5:15 pm

Energy Cte, 6 pm

12
Historic Resources Cte, 8 am

*Board Meeting, noon

13
*Sole Practitioners Cte, noon

16
North Shore Architects Lunch Group, 12:15 pm, The Grog, Newburyport

17
Design Cte, 8 am

18
"Points of View" with BRA's Paul Barrett (see pp. 2 & 3)

18 - 20
Every building industry professional in New England should go directly to the World Trade Center

21
GLBAN Party (see p. 6)

24
New England Regional Council/AIA Board Meeting, 11 am

Architects for Social Responsibility, 6 pm

30
Palladio is 484

December

2
* Membership Cte, noon

3
Task Force to End Homelessness, 8 am (see 11/5 listing)

4
Executive Cte, 8 am

7
Art & Architecture Cte, 8 am

8
Urban Design Cte, 8 am (see 11/10 listing)

Legislative Affairs Cte, 8:30 am

AIA Mass. Board Meeting, 4 pm

Women in Architecture Cte, 6 pm

9
Energy Cte, 6 pm

"Pin-Ups" for sole practitioners (see p. 2)

10
Historic Resources Cte, 8 am

*Board Meeting, noon

BSA Gallery Opening, 6 pm (see p. 2)

11
*Sole Practitioners Cte, noon

14
AutoCAD Users Group, 6:30 pm (Jim Blauch AIA, 617-969-6474, for location)

15
Design Cte, 8 am

"Points of View" with Susan Tierney (see pp. 2 & 3)

16
* Professional Practice Cte, noon (see p. x)

BSA Lecture with Henry Moss (see pp. 1 & 2)

Ralph Adams Cram is 129

17
Exhibits Cte, 8:30 am

*Small Firms Cte, noon

"Conversations" with Rem Huygens FAIA (see p. 2)

GLBAN, 6 pm

Regional Design Cte, 6 pm (617-647-7833 for location)

18
Housing Cte, 8:30 am
* Codes Cte, noon ("Structural Affidavits")

21
North Shore Architects Lunch Group, 12:15 pm, The Grog, Newburyport

First Day of St. Thomas, Patron Saint of Architects

The Mayflower Compact is 372

22
ASR Holiday Celebration (see p. 2)

23
BSA Holiday Party for Unemployed Architects (see pp. 2 & 7)

Macintosh Users Group, 5:30 pm (Michael Hicks AIA, 617-267-6408, for location)

18-20

BSA Brown-Bag Committee Meetings at Build Boston

Nov. 18	DataCAD Users (AS-14) 6:00 pm
	"Points of View" (AS-20) 6:00 pm
Nov. 19	Exhibits Cte (AS-18) 8:30 am
	GLBAN (AS-11) noon
	ASR (AS-17) 1:00 pm
	AutoCAD Users (AS-21) 1:15 pm
	Housing (AS-13) 2:00 pm
	Recycling Group (AS-19) 2:30 pm
	Growth Management (AS-16) 5:30 pm
Nov. 20	Codes Cte (AS-10; "Zoning Control") noon
	BBS (AS-15) 2:00 pm

***Lunch meetings**
Call 617-951-1433 or 800-662-1235 by 9:30 am on the day of the meeting to reserve lunch.

All meetings are held in The Architects Building unless otherwise noted.